

# **THIRTY-FIRST ANNUAL REPORT**

**1984-85**

**PRESENTED TO THE ANNUAL MEETING OF THE  
GENERAL BODY ON THE 13TH OCTOBER, 1985**



**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-110002**

**Printed by New United Process, Naraina Industrial Area, Phase-II, New Delhi,  
Composed at the Computer Centre, Corporate Studies Group, IIPA, New Delhi.**

## C O N T E N T S

	Pages
<b>INTRODUCTION</b>	<b>1</b>
<b>A. ASSOCIATIONAL ACTIVITIES</b>	<b>5</b>
A.1 Thirtieth Annual Meeting of the General Body	5
A.2 The Executive Council	5
A.3 Membership	6
A.4 Twenty-eighth Annual Conference of the Members	6
A.5 Essay Competition	7
A.6 Regional and Local Branches	7
A.7 Condolences	8
<b>B. ACADEMIC ACTIVITIES</b>	<b>10</b>
B.1 Training	10
B.2 Research and Consultancy	13
B.3 Case Studies Programme	15
B.4 Seminars and Conferences	16
B.5 Publications	18
B.6 Library and Reference Services	19
B.7 Participation in International Seminars and Programmes	20

	Pages
B.8 Personnel Matters	22
B.9 Extension Programme	23
<b>C. FINANCES AND ACCOUNTS</b>	<b>23</b>
<b>D. ACKNOWLEDGEMENTS</b>	<b>25</b>

**ANNEXURES**

I. Academic Contribution and other Activities of the IIPA Faculty	29
II. Research and Consultancy Programmes	48
III. List of Publications	66
IV. Executive Council and the Committee	67
V. Activities of Branches	75
VI. Tenth Advanced Professional Programme in Public Administration (Contents of the Programme)	91
VII. Titles of the Dissertations submitted by the participants of Tenth Advanced Professional Programme in Public Administration	93
VIII. Training Programmes	96
IX. Academic Divisions	106
X. Faculty and other Senior Staff	109
XI. Balance Sheet and the Audited Accounts for 1984-85	114

# **THIRTY-FIRST ANNUAL REPORT**

1984-85

## **I N T R O D U C T I O N**

The Institute has completed thirty one years of its existence.

During the year under review, the Institute continued to play its role in its major areas of work, viz., training, research, consultancy, case studies, seminars, conferences and publications.

### **RESEARCH AND CONSULTANCY PROJECTS**

The research and consultancy projects taken up by the Institute relate to various facets of administration. During the year, 14 research and consultancy assignments were completed, the details of which are given at Annexure II.

A number of research and consultancy projects commissioned and/or sponsored by various Ministries of the Government of India, state governments, municipal corporations, public sector undertakings, are on hand.

### **TRAINING PROGRAMMES**

During the year under report, the Institute conducted the Tenth Advanced Professional Programme in Public Administration, 14 Management Orientation Programmes, 5 Special Programmes, 15 fee-based Management Development Programmes and 7 Sponsored Programmes. The Institute's Centre for Urban Studies organised 9 training programmes on different aspects of urban administration. In all, 1107 participated in these programmes.

The Advanced Professional Programme in Public Administration, tenth in the

series, successfully concluded on March 30, 1985. Thirty officers participated in the programme and 29 participants successfully completed the programme. The Panjab University will be conferring M. Phil Degree to the successful post-graduate participants in the programme.

#### SEMINARS AND CONFERENCES

During the year, three Seminars were conducted as under:

1. Regional Seminar on 'Institutional Finance for Rural Development' (Northern Region) from April 27-28, 1984.
2. National Seminar on 'Financing Urban Development in India' from February 4-5, 1985.
3. Seminar on 'Administrative Reforms in India' on March 28, 1985.

#### COMMITTEE ON CASE STUDIES

The Committee on Case Studies continued its programme with Prof. M.V. Mathur as Chairman, Dr. P.R. Dubhashi, Director as Project Director and Dr. Jaideep Singh as Member-Secretary.

The following volumes are under preparation:

- (i) Administrative Delivery Systems - Asian Experience.
- (ii) Administrative Case Studies (Volume VIII in IIPA's New Series).

#### PUBLICATIONS

The Institute's Journal **Indian Journal of Public Administration** continues to be appreciated by the readers both in India and abroad. The subject for the special number which was also the EROPA (Eastern Regional Organization for Public Administration) number brought out in the year 1984 was on 'Planning Systems'. In addition a theme number on 'Rural Development: Some Themes and Dimensions' was brought out.

Four issues of **Nagarlok** were brought out during the year, one of them was special number, on 'Urban Land Management'.

The Institute brought out 14 other publications. Annexure III gives the list of these publications.

## LIBRARY

The Library services were availed of by 3138 persons comprising members of IIPA, members of Faculty and Staff of the Institute, participants of various training programmes and research scholars from academic institutions. At the close of the year, the Library had 1,45,309 volumes.

## REGIONAL AND LOCAL BRANCHES

During the year, the local branches at Tiruchirapalli, Villupuram and Budaun were established. With this, the number of regional and local branches at the close of the year stood at 18 and 29 respectively.

A mention was made in the last Annual Report about the Regional Branches organising Regional Conferences on the subject on which the Annual Members' conference is held as a prelude to the National Conference. The Maharashtra, Tamil Nadu, Rajasthan and Jammu and Kashmir Regional branches organised the conferences on 'Anti-Poverty programme - Role of the Centre and the States'.

Some of the regional and local branches have been very active during the period under report and enlarged their activities.

A meeting of the Chairmen and Office bearers of the Regional and Local Branches was held on October 14, 1984. A number of suggestions were made with regard to the working of the branches.

The meeting agreed on the necessity of raising enrolment by such branches whose membership has fallen below the prescribed limit to avoid derecognition. It was agreed that the branches may bring out translation of relevant literature on Public Administration in regional languages.

## REVIEW COMMITTEE

The Review Committee of which mention was made in the last Annual Report has completed its review of various activities of the Institute and its Report has been submitted.

## ENDOWMENT FUND

The Endowment Fund which was created for undertaking specific studies and research activities and also towards publication of such studies, and instituting an Annual Endowment Lecture on major theme relating to Public Administration from the interest accruing from the investment of this fund stood at Rs.19,98,875.21 at the close of the year ending March 31, 1985.

**ENDOWMENT LECTURE**

Dr. Victor Hao Li, President, East-West Center, Honolulu, Hawaii (USA) delivered IIPA's Third Annual Endowment Lecture on 'Regional Cooperation on Critical Issues confronting the Asia-Pacific Region' on March 29, 1985.

**PRESIDENT OF INDIA'S PATRONAGE TO THE IIPA**

We are pleased to report that Shri Zail Singh, President of India, has kindly granted patronage to the Institute.

## A. ASSOCIATIONAL ACTIVITIES

### A.1 THIRTIETH ANNUAL MEETING OF THE GENERAL BODY

The thirtieth Annual Meeting of the General Body was held on October 14, 1984. Shri S.B. Chavan, Union Minister of Home Affairs, and Chairman of the II&A, presided.

The meeting was attended by 160 members.

The house approved the proceedings of the Twenty-ninth Annual Meeting of the General Body held on October 9, 1983, and the Annual Report and the Annual Statement of Accounts for the year 1983-84. M/s Thakur Vaidyanath Aiyar and Co., Chartered Accountants, were reappointed as the Auditors for the year 1984-85.

Shri R. Venkataraman, Vice-President of India, was elected unanimously as President of the Institute for the year 1984-85.

A special meeting of the General Body was held on October 14, 1984 (before the Annual General Meeting of the General Body) to consider amendment to Rule 28(3) of the rules of the Institute proposing revision of annual subscription payable by Corporate Members. The House approved the amendment to the rule mentioned above. Under the provisions of the amended rule, the annual subscription payable by Corporate Members will be: (1) Public Sector and Statutory Corporations, Government Companies and Business Establishments: (a) with subscribed capital of Rs. 50 lakhs and above - Rs. 2000 and (b) with subscribed capital below Rs. 50 lakhs - Rs. 1000 (2) State Governments/Union Territories - a minimum of Rs. 1000 and (3) Others (Research Institutions, Government Departments, etc) Rs. 200.

The amended rule also provides for compounding the subscriptions liability for twenty years by making a lump sum payment equal to ten times the amount of annual subscription.

### A.2 THE EXECUTIVE COUNCIL

The following were declared elected as Members of the Executive Council in the biennial elections held in July-September 1984.

1. Shri M.K. Chaturvedi
2. Shri K.P. Medhekar
3. Shri M. Thyagarajan
4. Shri M. Subramanian
5. Shri H.U. Bijlani
6. Shri B.C. Mathur
7. Shri S. Ramanathan
8. Prof. K. Kamalanathan

The Executive Council, in its meeting, held on January 25, 1985 reelected Prof. M.V. Mathur, Shri L.P. Singh and elected Shri M.M.K. Wali as Vice-Presidents of the Institute for a period of two years.

The Council elected Shri G.C.L. Joneja as the Honorary Treasurer for a term of two years. The Council coopted Shri R.K. Trivedi, Dr. V. Subramanian, Prof. R.P. Bambah, Shri R.N. Malhotra, Shri V. Karthikeyan, Prof. J. Ramachandran, Shri R.N. Haldipur and Prof. G.K. Misra as its members for a period of one year.

The Council also coopted the Chairmen of the (1) Kerala (2) Madhya Pradesh and (3) Maharashtra Regional Branches as its members for a term of one year.

The Executive Council met five times during the year.

#### RECONSTITUTION OF COMMITTEES

The Executive Council reconstituted its various committees, the details of which are given in Annexure IV.

#### A.3 MEMBERSHIP

During the year, 519 new members were admitted to the Institute (442 Ordinary, 66 Life and 11 Corporate). In addition, 5 Associate members were also admitted. 14 members compounded their subscription for Life membership. 1 Ordinary and 1 Corporate member resigned. 2 Ordinary members and 7 Life members expired. The number of members is indicated below:

	1983-84	1984-85
Ordinary	2782	3207
Life	2820	2893
Corporate	206	216
	-----	-----
	5808	6316
	-----	-----

#### A.4 TWENTY-EIGHT ANNUAL CONFERENCE OF THE MEMBERS

The Twenty-eighth Annual Conference of the Members of the IIPA was held on October 13, 1984. The theme of the Conference was 'Anti-Poverty Programme - Role of the Centre and the States'. Prof. M.V. Mathur, Vice-President of the Institute, presided.

The Conference was attended by 205 members. The theme paper of the Conference was contributed by Prof. Kuldeep Mathur and 21 papers on the subject were contributed by the members of the Institute.

#### A.5 ESSAY COMPETITION

The following four subjects were prescribed for the Essay Prize Competition for 1984:

1. Resource Mobilisation for Seventh Plan - Problems and Prospects.
2. Public Utilities and Common Man.
3. Electoral Reforms in India.
4. Public Policies and Politicization of Instruments of Implementation.

In all, 17 essays were evaluated by the Committee of Judges comprising (1) Shri R.K. Trivedi, Chief Election Commissioner (2) Shri T.N. Chaturvedi, Comptroller and Auditor General of India (3) Prof. K. Seshadri of Jawaharlal Nehru University and (4) Dr. P.R. Dubhashi, Director.

On the basis of the evaluation made by the Judges, the prizes were awarded to the persons for their essays mentioned below against each:

##### **First Prize of Rs. 2,000**

1. Dr. Meena Gupta, Reader in Economics, Daulat Ram College, University of Delhi, Delhi, for her essay on 'Resource Mobilisation for 7th Plan - Problems and Prospects'.

##### **Second Prize of Rs. 1,500**

1. Shri M.N. Prabhu, Principal, Government First Grade College, Nundgod (Uttar Karnataka), Karnataka State, for his essay on "Electoral Reforms in India".

##### **Third Prize of Rs. 1,000**

1. Dr. Biswanath Ghosh, Goaltuly Road, P.O. and Distt. Hoogly, for his essay on "Public Utilities and Commom Man".

#### A.6 REGIONAL AND LOCAL BRANCHES

During the year, the local branches at Tiruchirapalli, Villupuram and Budaun were established. With this, the number of regional and local branches at the close of the year stood at 18 and 29 respectively.

A meeting of the Chairmen and Honorary Secretaries of the Regional and Local Branches was held on October 14, 1984. Dr. P.R. Dubhashi, Director, presided over the meeting. The following regional/local branches were represented: Andhra Pradesh, Bihar, Jammu and Kashmir, Kerala, Maharashtra, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal, Budaun, Dindigul, Imphal, Jabalpur,

Madurai, Patiala, Pune, Sangli, Sirohi, Trichi, Vellore, Villupuram and Warangal.

The meeting discussed in detail the need for establishing linkages between regional and local branches. The model bye-laws adopted in 1982 in this regard provide for undertaking joint programmes by regional and local branches, and that members of regional and local branches, are ipso facto members of local branches. It was decided in the meeting that regional branches should communicate to local branches the seminars/conferences planned by them. It also decided that the proposal for setting up new local branches should be routed through regional branch to IIPA headquarters.

Other points emerging from the meeting included: (i) Giving advance information to Regional/Local Branches about visits by IIPA Faculty and other distinguished visitors, (ii) Display of IIPA publications by branches and display of branch publications with IIPA publications, (iii) Holding of at-least one meeting a month by branches, (iv) Approaching state governments by regional branches for contributions to IIPA Endowment Fund, (v) Discontinuance of sending IIPA publications to such branches as are dormant or have lost membership below the prescribed minimum limit, (vi) sending lists of new members to regional and local branches, and (vii) Sending lists of office bearers (i.e., Chairmen and Secretaries of regional and local branches) to all Branches.

Dr. Dubhashi apprised the office-bearers about availability of funds with State academies and Directorates for bringing out translations of relevant literature on Public Administration in regional languages by the branches.

The meeting also agreed on the necessity of raising enrolment by such branches whose membership has fallen below the prescribed limit to avoid derecognition. It also noted the suggestion of IIPA's Academic Committee regarding undertaking of general educational courses in Public Administration by regional/local branches.

Financial assistance amounting to Rs.1,32,048.20 was paid to the regional/local branches during the year for carrying out their programmes/activities. This amount also includes 50 per cent interest accruing on life membership capital fund.

The activities pursued by the regional and Local branches during the year as reported are given in Annexure V.

#### A.7 CONDOLENCES

##### DEMISE OF SMT. INDIRA GANDHI, PRIME MINISTER OF INDIA

The Executive Council of the Institute in its meeting held on January 25 1985, condoled the sad and sudden demise of Shrimati Indira Gandhi, Prime Minister of India, and placed on record its great sense of sorrow at her passing away.

Her contribution to national integrity and progress, to the non-aligned

movement and to the world peace will always be remembered. The IIPA had also the privilege of having her as the Institute's President during 1970-72. Her passing away is a great and irreparable loss to the country, to the world and to each one of us.

A meeting of the Faculty and Staff members of the Institute was also held on November 2, 1984, to mourn the sad demise of Shrimati Indira Gandhi.

#### DEMISE OF SHRI Y.B. CHAVAN, FORMER PRESIDENT OF THE INSTITUTE..

The Executive Council, in its meeting, held on January 25, 1985, condoled the sad demise of Shri Y.B. Chavan and placed on record its profound sense of sorrow and grief at his passing away.

Shri Chavan held various portfolios in the Union Cabinet and was the Chairman of the Eighth Finance Commission. He distinguished himself as an able administrator and a statesman.

Shri Chavan was associated with the Institute as its President during 1967-70. In his death, the country has suffered a great loss.

A meeting of the Faculty and Staff members of the Institute was also held on the 26th November, 1984 to mourn the sad demise of Shri Y. B. Chavan.

#### DEMISE OF SHRI ASOKA MEHTA, FORMER CHAIRMAN OF THE INSTITUTE.

The Executive Council in its meeting held on January 25, 1985 mourned the sad demise of Shri Asoka Mehta who was Chairman of the Institute for eight years from 1964-1972.

Shri Asoka Mehta always took keen interest in the Institute's activities and his contribution to the Institute in various matters was invaluable.

Shri Mehta was a renowned economist. He held the high position of the Deputy Chairman, Planning Commission and the Union Minister for Petroleum and Chemicals.

A meeting of the Faculty and Staff members was also held on December 11, 1984 to mourn the sad demise of Shri Asoka Mehta.

#### DEMISE OF DR. J.D. SHUKLA

The Executive Council of the Institute in its meeting held on May 3, 1985 placed on record its deep sense of sorrow and grief on the sad and sudden demise of Dr.J.D. Shukla, former Member of the Executive Council and Chairman, IIPA, U.P. Regional Branch. Dr. Shukla was a co-opted member of the Executive Council during 1977-78 and 1982-83 in his capacity as Chairman of the U.P. Regional Branch.

Dr. Shukla always took keen interest in the Institute's activities. He was the Chairman of the UP Regional Branch for nearly ten years and played a significant role in promoting its activities.

## DEMISE OF PROF. M.J.K. THAVARAJ

The Executive Council in its meeting held on the 3rd May, 1985 placed on record its deep sense of sorrow and grief on the sad and sudden demise of Prof. M.J.K. Thavaraj, Member, Executive Council.

Prof. Thavaraj was with the Institute for over two decades and his contribution as a teacher and trainer in the field of Financial Administration was well recognised. In his passing away, the Institute has suffered an irreparable loss.

Prof. Thavaraj was Member of the Executive Council for over ten years. His contribution as a member of the Executive Council and its various Committees was noteworthy.

A meeting of the Faculty and Staff was held on April 20, 1985 to mourn the sad demise of Prof. M.J.K. Thavaraj.

The Institute also mourns the sad demise of Shri V.J. Desai, Shri Hansraj Gupta, Shri P. Ramaswamy and Shri M.V. Subramanian.

## B. ACADEMIC ACTIVITIES

### B.1 TRAINING

#### B.1.1 TENTH ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

The Advanced Professional Programme in Public Administration, tenth in the series, began on July 2, 1984 and concluded on March 30, 1985.

Thirty participants from 15 different All India and Central Services participated in the programme. The break-up of 30 officers is given below:

- 26 officers deputed by the Ministries/Departments of the Government of India
- 4 officers deputed by the Governments of Karnataka (1), Kerala(1) and Orissa (2).

The Programme was inaugurated by Dr. P.R. Dubhashi.

Shri R. Venkataraman, Vice President of India and President of the Institute, delivered the Valedictory Address and distributed the diplomas to twenty-nine successful participants.

Shri S.B. Chavan, Union Home Minister and Chairman, IIPA, presided over the Concluding Session. Director Dr. P.R. Dubhashi spoke on the salient features of the programme.

Since 1975, the Institute has been conducting the 38-week Programme in Public Administration, known as the Advanced Professional Programme in Public

Administration. The Programme sponsored by the Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India, was intended to train middle and senior level officers of the centre, states and union territories and public sector undertakings. It was designed to promote effective administrative leadership. Its objectives were:

- to promote a critical understanding of the dynamics of interaction between public administration and the social, political and economic environment within which it functions and which it influences, and even seeks to change;
- to evolve an integrated perspective of the different segments of Public Administration and their underlying policies and practices;
- to enhance the responsiveness to people and develop interpersonal skills;
- to familiarise with the modern tools and techniques to aid decision-making in an increasingly complex environment; and
- to promote the administrative capabilities to formulate appropriate solutions to current problems in the light of organisational needs, environmental pressures and national commitments.

The contents of the programme divided into ten main streams each consisting of a number of subjects and topics are given in Annexure-VI.

Lectures, discussions, case studies, participative instructions, exercises, individual and group assignments and seminars were among the methods used in the programme.

As part of the programme, the participants conducted studies in selected villages in districts of Saharanpur (Uttar Pradesh), Kheda (Gujarat), Ranga Reddy (Andhra Pradesh) and Puri (Orissa). The studies conducted in these villages provided useful first hand knowledge of basic socio-economic conditions of the backward communities (tribes/castes) to participants. The reports of the village studies by the participants were discussed in a two-day seminar.

There was also a study tour for two weeks to three developing countries, namely, Malaysia (Kuala Lumpur), Indonesia (Jakarta) and Singapore. The tour was aimed at providing a comparative view of their economic and administrative systems, as well as gaining some useful insights into some specific development projects underway in these countries. The study tour reports prepared by the participants were discussed in a seminar.

Before proceeding abroad, His Excellancy Mr CHAN Keng Howe, High Commissioner of Singapore, accompanied the First Secretary of the Singapore High Commission, discussed aspects of public administration of Singapore with the participants of the Programme. A senior officer of the Malaysian High Commission also addressed the participants.

A major part of the programme included the preparation of a well documented dissertation on a topic relevant to some current administrative problem chosen

by the participants in consultation with the Faculty. About 2 months were exclusively devoted to the task of writing dissertation based on field investigation, theoretical knowledge, research methodology, survey of literature and the analytical skills acquired by the participants in the programme.

The performance of the participants was evaluated through a rigorous system of examinations, term papers, book review seminar performance, evaluation of dissertation, and viva voce.

An intensive viva voce examination was conducted in which Director Dr. P.R. Dubhashi was assisted by Dr. J.N. Khosla, Former Director of IIPA, Prof. S.K. Sharma of the Department of Public Administration, Panjab University, and the concerned Faculty in the Institute. Some of the External examiners who had evaluated the Dissertations were also present.

The titles of the dissertations submitted by the participants are given in Annexure VII.

Out of the thirty officers who participated in the programme, twenty-nine officers had successfully completed the Programme and were awarded diplomas.

Prof. K.L. Handa directed the Programme. Dr (Mrs) Shanta Kohli Chandra and Shri N.C. Ganguli assisted him as Assistant Programme Directors.

Under the Regulations prepared by the Panjab University for the award of Master of Philosophy in Social Sciences to the successful participants of the Advanced Professional Programme in Public Administration, a Board of Control for outlining the programme for the year 1984-85 was constituted by the Vice-Chancellor, Panjab University.

As contained in the regulations prepared by the Panjab University for the award of Master of Philosophy in Social sciences to the successful participants of the Advanced Professional Programme in Public Administration, the examination for the M.Phil in Social Sciences at the IIPA was conducted by a Board of Examiners appointed by the Institute during 1984-85.

#### B.1.2. OTHER TRAINING PROGRAMMES

During the year under review, the Institute organised 14 Management Orientation Programmes and 5 Special Programmes sponsored by the Training Division, Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India under Management Development Programme - I and 15 Fee-based programmes and 7 programmes sponsored by other organisations under Management Development Programme-II. The Centre for Urban Studies organised 9 programmes.

The Programmes sponsored by the DPandAR were meant for:

- (a) Officers of All India Services (IAS, IPS, Indian Forest Service) with at least six years of service;
- (b) Group 'A' (Class-I) Officers of Central/State Governments with at least six years of service in the Group;

- (c) Officers of Group 'B' (Class II) Gazetted Service of Central Government and Officers of State Civil/Police/Technical Services with at least ten years of service.

In some of these programmes, officers of middle management level employed in central/state owned public Sector undertakings were also admitted.

The Management Development Programmes (fee-based programmes) are organised by the Institute on its own. The sponsored programmes are conducted by the Institute either at Delhi or outside Delhi at the request of the organisations.

The programmes organised by the Centre for Urban Studies are meant for municipal officers or officers of urban authorities.

The number of participants in these programmes is given below:

Sl. No.	Programme	No. of Programmes conducted	No. of participants
1.	Management Development Programme I (Sponsored by DP&AR)		
	(a) Management Orientation Programmes	14	369
	(b) Special Programmes	5	126
2.	Management Development Programme II (Organised by the Institute on its own)		
	(a) Fee-based Programmes	15	277
	(b) Programmes sponsored by other organisations	7	237
3.	Centre for Urban Studies	9	98
		-----	-----
		50	1107
		-----	-----

The details of these training programmes are at Annexure VIII.

## B.2 RESEARCH AND CONSULTANCY

Mention was made in the Annual Report for 1983-84 about grouping of the academic faculty in the Institute under nine divisions keeping in view their

interest, experience and expertise. Every member of the faculty could opt for any two divisions. The objectives of the divisions are:

- (a) to prepare annual plan of work in the respective areas of research and training and undertake periodic reviews;
- (b) to discuss, finalise, coordinate and review individual plans of action;
- (c) to act as a forum for academic interaction, intellectual development of its members by organising seminars, special lectures etc; and
- (d) to coordinate activities with other academic groups and divisions in promoting interdisciplinary approaches.

Research and Consultancy programmes of the Faculty for the year are arranged divisionwise to facilitate easy comprehension and are at Annexure II. The membership of the Academic Divisions is given in Annexure IX. The Director is associated with all the Divisions.

The following persons were affiliated to the IIPA to undertake research studies as mentioned below against each:

- |  |   |
|--|---|
| 1. Shri N. Dey<br>Deputy Manager<br>National Textiles<br>Corporation Limited<br>New Delhi. | 'Cost-Accounting System<br>in Cotton Textiles Industry<br>in India and its Impact on<br>Project Management' |
| 2. Mrs. Jyoti Verma<br>awarded Doctoral<br>Fellowship by the<br>ICSSR                      | 'Integrated Rural Development:<br>Prospects and Perspectives'   |

#### CENTRE FOR URBAN STUDIES

The Centre for Urban Studies organised during the year nine short-term training programmes for senior officers from municipal corporations, municipalities and urban development authorities on subjects such as Management of Municipal Personnel, Housing the Urban Poor, Urban Water Supply Management, Voluntary Organisation and Urban Development, Management of Integrated Development of Small and Medium Towns, Municipal Budgeting and Financial Control, Financing of the Integrated Development of Small and Medium Towns, Management of Urban Transport and Solid Wastes Management and Environmental Cleanliness. 98 participants attended these programmes. Besides these, the centre also conducted 2 fee-based programmes on Urban Project Appraisal and Valuation and Assessment of Property Taxes which were attended by 38 participants. In addition, the centre also conducted a National Seminar on Financing Urban Development in India.

Two research studies on 'Financing of Urban Development in Delhi-2001 A.D.' and 'IDSMT Programme Implementation - Its Evaluation and Impact Analysis' undertaken by the centre were completed.

Besides, the research studies on 'Resettlement Colonies in Delhi - A Socio-Economic Survey', 'Squatter's Challenge at Faridabad - An Analysis of Resources of Local Administration' and 'The Role of Voluntary Agencies in Urban Development and their Training Needs' undertaken by the centre are at various stages of completion.

The centre continued to publish an urban affairs Quarterly Journal **Nagar-lok**. During the year under report, one special number on Urban Land Management was brought out.

#### CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

The Centre for Rural Development Administration conducts research, consultancy, training programmes and discussions in the area of policy, planning and implementation of rural development programmes.

Five training programmes and 6 research studies were conducted during the year in the field of rural development. As many as 9 research studies taken up by the centre are in progress. These include 'Organisational Requirements of Village and Small Scale Industries', 'Bench Mark Study of Socio-Economic Conditions and Growth Potential, Drought Districts of West Bengal, Haryana and Jammu and Kashmir', 'Management of Integrated Rural Development', 'Systems Evaluation of Milch Cattle Insurance' 'Analysis of Credit Linkages in IRDP', 'Reservations for the Scheduled Castes - A Study conducted in Andhra Pradesh', 'Implementation Processes in National Rural Employment Programme', 'Rural Violence' and 'Marketing Services under IRDP'.

#### B.3 CASE STUDIES PROGRAMME

The Committee on Case Studies continued to work with Prof. M.V. Mathur, Ex-Vice-Chancellor, University of Rajasthan, and Member, Fourth Pay Commission, Government of India, as Chairman, Dr. P.R. Dubhashi, Director, as Project Director and Dr. Jaideep Singh, Reader in Behavioural Sciences, as Member-Secretary.

The following volumes are under preparation:

- (i) Administrative Delivery Systems- Asian Experience.
- (ii) Administrative Case Studies (Volume VIII in IIPA's New Series)

#### B.4 SEMINARS AND CONFERENCES

During the year, the Institute organised the following Seminars:

##### REGIONAL SEMINAR ON INSTITUTIONAL FINANCE FOR RURAL DEVELOPMENT (NORTHERN REGION)

(April 27-28, 1984)

The focus of the Seminar was on the role of institutional finance in the implementation of major development programmes of Government, particularly the Integrated Rural Development Programme (IRDP). The principal objectives of the seminar were:

1. explaining the conceptual and operational aspects of IRDP;
2. facilitating interaction between field level functionaries concerned with rural development from the government and credit institutions.
3. receiving feedback from the participants regarding practical difficulties in the smooth flow of institutional finance for rural development;
4. arriving at consensus and recommending solutions and policy changes.

The two-day regional seminar sponsored by the Ministry of Rural Development was organized by the Indian Institute of Public Administration, New Delhi from April 27 to 28, 1984. Director Dr. P.R. Dubhashi while inaugurating the seminar had put the problem of rural development, particularly that of helping those below the poverty line, in proper perspective and called for a continuous dialogue between the various officials implementing the programmes on the one hand and the people on the other. Emphasis has also been placed on the need for a decentralised approach to the planning and implementation of rural development programmes and continuous feedback from the field to policy levels of administration.

The Valedictory Address was delivered by Shri M. Subramanian, Secretary, Ministry of Civil Supplies, Government of India. He emphasised the need for a greater sense of commitment to the objective of the IRDP, so that its impact could be felt by the intended target group.

The seminar was attended by thirty-six participants from the States of Punjab, Rajasthan, Uttar Pradesh, Madhya Pradesh, Himachal Pradesh, Jammu and Kashmir and Sikkim. The composition of the group was, eleven participants each from Government Departments and Commercial banks, eight from regional rural banks, two each from Cooperative Institutions and Reserve Bank of India, one each from National Bank for Agriculture and Rural Development (NBARD) and National Institute for Bank Management.

A number of papers, dealing with various aspects of rural development but focusing on aspects of credit and coordination arrangements between the project

planning and implementation agencies and financial institutions were circulated to participants which formed the background material. Four papers reviewed the flow of institutional credit to agriculture, allied activities, industries, service and business component of IRDP and coordination arrangements under the programme. The issues raised in the papers formed the basis for discussions in the working groups on (1) Review on credit for agriculture; (2) Review on credit for activities allied to agriculture; (3) Review on credit for industry service and business; and (4) Problems of coordination, general policy issues regarding credit for IRDP.

Prof. A.P. Barnabas and Smt. M. Lakshmiswaramma were the Seminar Coordinators.

#### NATIONAL SEMINAR ON FINANCING URBAN DEVELOPMENT IN INDIA (February 4-5, 1985)

A two-day National Seminar on Financing Urban Development in India was organised by the Centre for Urban Studies on February 4-5, 1985. The object of the Seminar was to promote a national level debate on the subject on the eve of launching of the Seventh Five Year Plan and to help the identification of issues in their proper perspective and reforms measures required thereof. The discussions at the seminar had three broad foci: (1) dovetailing the urban development plans and the financial requirements thereof in the national plan framework so that the flow of funds are consistent with the critical importance of the sector and also to ensure a rational distribution of financial responsibilities among the central, state, local level public agencies engaged in the task; (ii) Inter and intra agency financial coordination for avoiding duplication of efforts and for ensuring efficient take off of operational financing from the capital execution phase; and (iii) strengthening the finances and their management at the local bodies level for promotion of local autonomy and accountability in the development efforts.

The Seminar had participation from the Central Government Ministry of Works and Housing, Planning Commission, State Departments of urban development and municipal administration, major municipal corporations, city development authorities and academics specialising in the area. The number of participants was forty-nine. In all fifteen papers were presented and discussed on the above various sub themes.

The Seminar was inaugurated by Shri Abdul Ghafoor, Union Minister for Works and Housing. Dr. Raja J. Chelliah, Member, Planning Commission, gave the Valedictory Address. The technical sessions were presided over by Shri Ramesh Chandra, Secretary, Ministry of Works and Housing, Shri Virendra Prakash, Chief Secretary, Delhi Administration and Dr. S.K. Sharma, Chairman and Managing Director, HUDCO.

Dr. K.S.R.N. Sarma and Shri G. Jha were the Seminar Coordinators.

SEMINAR ON ADMINISTRATIVE REFORMS IN INDIA  
(March 28, 1985)

The Institute has always been taking a keen interest in issues and problems and strategies of administrative modernisation. It recognises that the present time is an opportune one to discuss the subject of administrative reforms and accordingly organised a Seminar on this Theme on March 28, 1985. The Seminar was attended by the APPPA Alumini, faculty in the Institute and specially invited individuals.

Director Dr. P.R. Dubhashi delivered the inaugural address and welcomed the participants. The Seminar discussed the Challenges, Macro-Level Reforms, Reforms in the Secretariat, Reform in the Field, Reforms in Public Services and Reforms in Administrative-Society Relationship. In the general discussion followed, Mr. Justice H.R. Khanna participated. About 58 participants attended the Seminar.

Prof. S.R. Maheshwari was the seminar coordinator.

#### B.5 PUBLICATIONS

##### B.5.1 PERIODICALS

The Institute continued to bring out the following periodicals:

1. Indian Journal of Public Administration (Quarterly)
2. Nagarlok (Quarterly)
3. Documentation in Public Administration (Quarterly)
4. IIPA Newsletter (Monthly)

\*

##### INDIAN JOURNAL OF PUBLIC ADMINISTRATION

The Institute brought out four issues during 1984 (Volume XXX) which, taken together, ran into 1282 pages of these, one was on 'Planning Systems' and the other on 'Rural Development: Some Themes and Dimensions'.

Shri T.N. Chaturvedi continued to be the Editor of the IJPA and Shri M.K. Gaur as its Assistant Editor.

In all, the four issues contained 85 articles, 27 book reviews, 5 documents, 1 note and the annual bibliographies. Among the contributors, 24 were administrators, 63 academics including 22 from abroad.

##### NAGARLOK

Four issues of Nagarlok were brought out during the year. One of them (October-December, 1984) was special number on "Urban Land Management". The four issues contained 24 articles and 6 book reviews. Among the contributors,

28 were academics and 3 administrators. The four issues together ran into 404 pages with an average page per issue of 101.

Director Dr. P.R. Dubhashi continued to be the Editor. Prof. A. Datta and Shri G. Jha continued to function as Joint Editor and Assistant Editor respectively.

#### DOCUMENTATION IN PUBLIC ADMINISTRATION

Four issues of **Documentation in Public Administration** were published under the joint auspices of the Institute and the Indian Council of Social Science Research.

Shri T.N. Chaturvedi continued to be the Editor and Shri Mohinder Singh, the Librarian of the Institute remained Assistant Editor for two issues upto June, 1984 and for the rest of the two issues Shri K.P. Phatak, Dy. Librarian was the Assistant Editor.

#### IIPA NEWSLETTER

Twelve issues of the Monthly **Newsletter**, covering all important areas of Public administration of India and abroad were brought out during the year. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur assisted him in bringing out the Newsletter.

#### B.5.2 OTHER PUBLICATIONS

Seventeen publications including three Re-printed were brought out covering the wide spectrum of public administration. They included results of research, reports of seminars, monographs, case studies as well as collections of articles on various themes published in the past issues of IJPA. The list of publications is at Annexure III.

The IIPA participated in the book fair organised by Sambalpur University at the time of the Annual Conference of Public Administration Association held in April 1984.

#### B.6 LIBRARY AND REFERENCE SERVICES

During the year, the Library acquired 2812 volumes. On March 31, 1985, the Library had 1,45,309 volumes of books, public documents, bound periodicals, etc. The number of periodicals on the current list at the close of the year stood at 490 (including 37 for CUS). Thirteen newspapers were made available in the Library during the year.

For the Centre for Urban Studies, the Library added 112 volumes during the year. The number of volumes of the Centre, at the close of the year, stood at 8,735. The Centre's Library received 37 periodicals.

Library facilities were availed of by 3138 persons including members of IIPA, members of the Faculty and Staff of the Institute, participants of various courses conducted by the Institute, and the research scholars from academic institutions. During the year, 10,820 volumes were loaned out. On inter-Library-loan transactions, 438 volumes were loaned out and 89 books were borrowed.

The Library has a separate collection on rural development and allied areas.

The Library continued the clippings of relevant articles and other items from the newspapers being received in the Library. The clippings are arranged subject-wise, equipped with an author index, and are maintained in bound volumes.

During the year, 31 bibliographies and reading lists were compiled for the use of the faculty and members of the Institute.

The Library continued to issue the 'Monthly List of Additions', a weekly current awareness service and 'Documentation in Public Administration'. Four quarterly issues of the Documentation in Public Administration were compiled.

The depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development continued to be used for reference purposes.

#### BOOK SELECTION COMMITTEE

The Book Selection Committee for the year consisted of the following members:

1. Prof. A. Datta
2. Prof. K.L. Handa
3. Prof. R.B. Jain
4. Prof. K.N. Kabra
5. Prof. Kuldeep Mathur
6. Shri J.C. Kapur
7. Dr. R.B. Puri
8. Dr. R.K. Tiwari
9. Shri K.P. Phatak (Convener)

#### B.7 PARTICIPATION IN INTERNATIONAL SEMINARS AND CONFERENCES

Dr. P.R. Dubhashi, Director, who is also the Vice-President of the International Association of Schools and Institutes of Administration participated in IASIA' 1984 Conference on 'New Directions in Public Management Education' held at Indiana University, Bloomington, Indiana (USA) from July 29 - August 2, 1984.

Dr. Dubhashi attended an expert group meeting on intervention and innovations for reforms in civil service held at Kuala Lumpur on October 21-22, 1984. The expert group has been constituted by the UN's and Pacific Development Centre, Kuala Lumpur.

Dr. Dubhashi also attended the meeting of the Executive Council of the Eastern Regional Organisation for Public Administration (EROPA) at Manila on December 7-8, 1984.

Dr. Kamta Prasad, Professor of Economics and Rural Development, visited Moscow from May 12 to 17, 1984 and had academic exchanges and discussions with the Directors and faculty Members of the Institute of Economics of the World Socialist System of the USSR Academy of Science. He also addressed a Seminar on 'Issues in Rural Development Planning in India' at the Institute of Economics of the World Socialist System.

Later, Prof. Kamta Prasad visited the Democratic People's Republic of Korea from May 18 to June 4, 1984, as a guest of the Central Committee of the Korean Social Scientists Association. He held wide ranging discussions with economists at the Kim Il Sung University, Korean Academy of Juche Studiesm University of People's Economy, Institute of Economics and State Planning Commission of the Government on various aspects of planning and economic development of the DPR of Korea and of India. He also gave a seminar on 'Planning and Economic Development of Indian achievements and Challenges' on May 30, 1984, at the Korean Academy of Juche Studies.

Dr. Prasad also visited Beijing (China) from June 5-15, 1984, as the guest of the Institute of World Economics and Politics of the Chinese Academy of Social Sciences. He gave three seminars on China as follows:

- (a) on June 6 at the Institute of World Economics and Politics on 'Strategies for Third World Development';
- (b) on June 7 at the same Institute on 'Approach to Rural Development in India'; and
- (c) on June 14 at the Institute of South Asian Studies, Beijing University on 'Towards Decentralisation of Planning in India'.

Prof. Kuldeep Mathur participated in the 13th Annual Conference on South Asia from November 2-4, 1984, .at South Asian Area Centre, University of Wisconsin.

Prof. S.K. Goyal held discussions with Professors Gerd Junne, Ben Evers, Pitton of University of Amsterdam in connection with the ICSSR research project on 'The Impact of MNCS on India's position in the International Division of Labour' taken up in collaboration with the University of Amsterdam during March 16-23, 1985. He also visited London and met a number of scholars at the London School of Economics and the Oriental Institute of the University of London.

Prof. A. Datta participated in the Workshop on 'Decentralisation, Local Government Institutions and Resource Mobilisation' at Comilla (Bangladesh) from January 18-24, 1985.

#### B.8 PERSONNEL MATTERS

Prof. K.S. Shukla joined IIPA on March 30, 1985, as Professor of Criminal Justice Administration.

Prof. G.K. Misra resumed duties in the IIPA on the May 1, 1984, on the expiry of the term of his deputation with the Council for Social Development.

Miss Sarala B. Rao, Lecturer, was sanctioned extension of extraordinary leave without pay for a further period of one year from June 1, 1984, with permission to continue to work with the UNICEF post of Project Officer, Development of Women and Children in Rural Areas in the South East India office at Hyderabad.

Shri J.C. Kapur, Senior Management Analyst has been granted study leave for a period of two years with effect from 18th February 1985, to undertake studies for Ph.D.

Prof. A.P. Barnabas, who retired from the service of the Institute on superannuation on the 31st August 1984, was reemployed for a period of one year.

Shri Mohinder Singh, Librarian, was granted extra-ordinary leave without pay for a period of one year from June 1, 1984 to join the Indian Institute of Technology, New Delhi, as Librarian. He resigned from the service of the Institute with effect from February 1, 1985. Shri. K.P. Phatak, Deputy Librarian, has been looking after the work of the Librarian in addition to his own duties.

Dr. O.P. Minocha, Reader, was deputed to undergo training programme on 'Sharing British Training Expertise Course' at ITS, Yorkshire (UK) for a period of 13 weeks from July 16, 1984.

Shri Gangadhar Jha, Lecturer, was deputed to undergo training programme on 'Local Government Finance at the Institute of Local Government Studies, University of Birmingham (UK) for a period of twelve weeks from February 28, 1985.

#### RESERVATION OF POST FOR SCHEDULED CASTE/SCHEDULED TRIBES OSERVANCE OF GOVERNMENT OF INDIA ORDER IN RESPECT OF POSTS UNDER THE CONTROL OF THE IIPA

One of the conditions attached to the grant given to the Institute by the Department of Personnel and Administrative Reforms is that the Institute will

make reservations for scheduled castes/scheduled tribes in the posts/services under its control on the lines indicated by the Government of India.

The Institute has accepted and is following the guidelines laid down by the Government of India in this regard.

#### B.9 EXTENSION PROGRAMME

Dr. (Mrs) Cora C. Panganiban of the Development Academy of the Philippines, Manila, delivered a talk on 'Some Aspects of Rural Development in the Philippines' on September 26, 1984.

Dr. P.C. Alexander, Former Principal Secretary to the Prime Minister, visited the Institute on August 27, 1984, and addressed IIPA Faculty and participants attending different courses including the Advanced Professional Programme in Public Administration (APPPA). He spoke on 'Decision-Making in Government.'

#### THIRD IIPA ENDOWMENT LECTURE

Dr. Victor Hao Li, President, East-West Center, Honolulu, Hawaii (USA), delivered IIPA's Third Annual Endowment Lecture on 'Regional Cooperation on Critical Issues Confronting the Asia-Pacific Region' on March 29, 1985.

Prof. M.V. Mathur, Vice-President of IIPA, presided and proposed a vote of thanks.

#### C. FINANCES AND ACCOUNTS

During the year under report the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India sanctioned a maintenance grant of Rs.48.40 lakhs which included a grant of Rs. 3.29 lakhs for expenditure incurred during 1983-84 (as against the Rs.37.53 lakhs in the previous year). An amount of Rs.2.47 lakhs was transferred from Building Reserve Fund for meeting part of the expenditure on additions and alterations in H-II Type quarters. Grant of Rs. 7.20 lakhs was received from the Ministry of Works and Housing, Government of India for recurring expenditure of the Centre for Urban Studies. Grants amounting to Rs.8.30 lakhs were received from the Department of Personnel and Administrative Reforms, Ministry of Home Affairs for the conduct of the

training programmes as under:

1. Advanced Professional Programme in Public Administration (APPPA)	Rs. 3.90 lakhs
2. Courses under Management Orientation Programmes	Rs. 2.53 lakhs
3. Other Special Programmes	Rs. 1.87 lakhs
	-----
	Rs. 8.30 lakhs
	-----

Various sponsoring departments placed at the disposal of the Institute a sum of Rs. 5.87 lakhs for meeting expenditure on the field study and study tour abroad by the participants of the Advanced Professional Programme in Public Administration. Grants from sponsoring agencies for research studies, seminars and conferences amounted to Rs. 15.70 lakhs.

Course fees from various training programmes, other than those mentioned above amounted to Rs. 10.81 lakhs (Rs.4.07 lakhs in respect of the programmes sponsored by other agencies and Rs.6.74 lakhs from those sponsored by the Institute). The receipts from membership subscription, consultancy assignments, sale of publications, rents etc. were of the order of Rs.21.82 lakhs.

The total actual receipts for the year were of the order of Rs.120.56 lakhs as against Rs.87.82 lakhs during last year. Grants to the order of Rs 6.28 lakhs are due to be received.

The expenditure during the year under report was as per details given below:

1. Establishment (including T.A.)	Rs. 39.64 lakhs
2. Library	Rs. 2.73 lakhs
3. Publications	Rs. 5.07 lakhs
4. Maintenance on buildings, rents, rates and taxes and water and electricity charges	Rs. 10.78 lakhs
5. Office expenses	Rs. 4.13 lakhs
6. Services and Supplies, furniture and fixtures and office equipment, miscellaneous and contingencies	Rs. 1.92 lakhs
	-----
	Rs. 64.27 lakhs
	-----

The expenses on the Centre for Rural Development Administration amounted to Rs. 4.99 lakhs and that on Centre for Urban Studies to Rs. 7.21 lakhs besides Rs.0.15 lakhs for publication of *Nagarlok*.

On the training side, the expenditure on Advanced professional Programme in Public Administration sponsored by the Department of Personnel and Administrative Reforms amounted to Rs. 4.09 lakhs, on courses under Management Orientation Programme Rs. 2.24 lakhs and on Management Development Programme and other Training Programmes Rs. 7.38 lakhs.

Adding to this, the expenditure on Study tour abroad by APPPA Participants (Rs. 3.98 lakhs), expenditure on Consultancy assignments, research projects/seminars etc. (Rs.16.74 lakhs), grants to branches (Rs.1.29 lakhs) and advances to employees for house building, conference etc. (Rs. 2.46 lakhs) and the excess expenditure of Rs 7.69 lakhs carried forward from previous year the total expenditure during the year amounted to Rs. 122.49 lakhs as against Rs.97.06 lakhs during last year. Net grants of Rs. 4.35 lakhs for research projects have been carried forward for utilisation during the next year.

Audited Statement of Accounts in detail is appended to this report (Annexure XI). M/s Thakur, Vaidyanath Aiyar and Co. audited the accounts of the Institute for the year under report.

#### D. ACKNOWLEDGEMENTS

We are grateful to Shri R. Venkata Ramam, the President of the Institute, Shri S.B. Chavan, Chairman of the Institute, and Dr. B. Venkatappiah, Chairman, Standing Committee, for their guidance, support and valuable advice in various matters of the Institute.

We are beholden to Shri M. Hidayatullah who was the President of the Institute for five years for the continued interest taken by him in the activities of the Institute and for providing ready and encouraging support.

We express our gratitude to the Government of India, various ministries and departments who have been supporting the activities of the Institute by giving grants and by offering research and consultancy assignments. We are especially grateful to the Ministry of Personnel and Training, Government of India, for providing us recurring annual grant-in-aid and for their continued support in our training programmes.

We are also grateful to the Advisory Committee of the Institute's Centre for Urban Studies and the Ministry of Works and Housing for their interest and support for the maintenance of the Institute's Centre for Urban Studies.

We are thankful to various state governments for their support to our research and consultancy programmes. Our thanks are due to the various public sector undertakings and government agencies for assigning us training programmes for their officers and research and consultancy projects.

Our thanks are due to the Indian Council of Social Science Research for their active support and providing funds for research projects.

We are extremely grateful to our members for their unstinted support and cooperation. We are grateful to the Regional and Local Branches for evincing keen interest in the Institute's activities.

Our thanks are also due to many public men, institutions, organisations, academics and civil servants for their help and advice in the furtherance of the Institute's activities and for their active participation in the Institute's programme.

We also place on record our appreciation of the dedication shown by the Faculty and Staff members of the Institute who have discharged their responsibilities with enthusiasm.

**A N N E X U R E S**



## ANNEXURE I

**ACADEMIC CONTRIBUTIONS AND OTHER ACTIVITIES  
OF THE IIPA FACULTY**

## BOOKS

- DUBHASHI, P.R.                   **Administrative Reforms in Perspectives**, Department of Publications, University of Kerala, Trivandrum, 1985
- Essays in Public Administration**, NBO Publisher's Distributors, New Delhi, 1985
- DATTA, A.                         **Municipal Finances in India**, IIPA, New Delhi, 1984
- Local Government** (Volume Editor), IIPA, New Delhi, 1984
- Municipal Executives in India** (Editor), IIPA, New Delhi, 1985
- ITTYERAH, ANIL C.                 **Report of the Working Group on Fertilisers for the Seventh Plan (1985-1990)** Government of India, Ministry of Chemicals and Fertilizers, New Delhi, November 1984 (Co-member)
- MAHESHWARI, S.R.                 **Political Development in India**, Concept Publishing Co., Delhi, 1984. **Tulnatmak Rajniti**, Lakshmi Narain Agarwal, Agra, 1985
- MISHRA, S.N.                         **Rural Employment and TRYSEM**, Inter-India Publications, 1985 New Delhi
- PRASAD, KAMTA                         **Rural Development Strategies for Weaker Sections** (ed.) with Dr.S.C. Patnaik, Department of Analytical and Applied Economics, Utkal University, Bhubaneshwar, 1984.
- Planning for Poverty Alleviation**, Agricole Publishing Academy, New Delhi, 1985
- Planning in a Market Economy**, Indian Institute of Public Administration, New Delhi, 1985

- SINGH, SHEKHAR      Environmental Policies in India (edited), IIPA, New Delhi, 1984. Directory of National Parks and Sanctuaries in India (co-edited), New Delhi, 1985

VERMA, S.P.      Managing Public Personnel Systems (Co-author), IIPA, New Delhi, 1985 (Revised and Enlarged)  
Development Administration, IIPA, New Delhi, 1985 (Co-Editor-Volume)  
Comparative Public Administration, IIPA, New Delhi, 1985. (Co-Editor - Volume)

## PAPERS/ARTICLES

- DATTA, A. "The Politics of Municipal Reform: West Bengal", **Local Government Studies** (U.K.) Vol. 10, No.3 (May/June, 1984)
- "Financing India's Urban Plan", **Cities** (U.K.) Vol. I, No.4 (May, 1984)
- "Delhi: Two Decades of Plan Implementation" (with Ganga-dhar Jha) in Thomas L. Blair (ed.) **Urban Innovation Abroad: Problem Cities in Search of Solution**, New York/London, Phenom Press, 1984
- "Organisation for Urban Development in Metropolitan Calcutta", **Nagarlok**, Vol. XVI, No. 3 (July-Sept. 1984)
- "Decentralizing India's Urban Development", **Cities** (UK) Vol. 2, No. 1 (February, 1985)
- GOYAL, S.K. TNCs and FERA: A Neat Way of Turning the Tables, **Business Standard**, July 18, 1984
- HANDA, K.L. Performance Budgeting in State Level Public Enterprises, **Current Perspectives in Public Enterprise Management** (eds.) R.K. Mishra and S. Ravishankar, Ajanta, Delhi, 1985
- Planning and Budgeting: Concept and Practice, **Indian Journal of Public Administration**, July-September, 1984
- Government Audit, **Indian Journal of Public Administration**, April-June 1984
- JHA, GANGADHAR "Development and Functioning of Urban Local Self Government and Rural Local Self Government in India ", in EROPA Local Government Centre (ed.), **Comparative Study on the Local Public Administration in Asian and Pacific Countries**, EROPA, Local Government Centre, Tokyo, Japan, 1984 (with Dr. S.N. Misra)
- KABRA, K.N. Profit: An Indicator of Efficiency? **State Enterprise**, July-September 1984
- Indian Food Policy: 1950-1977, **Social Science Probings**, July-September, 1984

Planning of Plan Implementation, Indian Journal of Public Administration, July-September, 1984

Voluntary Agencies: Why Go for a False Alternative? Yojana, November 1984

Whither Now: An Anniversary Assessment, Link, (Republic Day Number) 1985

Businessmen: Profiteering is Their Sole Business, Yojana, August 15, 1984 (Special Number on the Dirty Ones and their Games)

MAHESHWARI, S.R Rural Development and Bureaucracy in India, Indian Journal of Public Administration, October-December 1984

Towards a Better Administrative System: A Viewpoint in K.K. Puri (Ed.) Public Administration, Indian Spectrum, Allahabad, 1985

Public Administration in India, Challenges and Strategy of Reform, L.D. Thakur and S.M. Sayeed (Ed.) The Art and Sciences of Politics, Lucknow, Private House, India, 1985

Administering the Planning System, Indian Journal of Public Administration July-September, 1984.

MISHRA, S.N. Participatory Development, Indian Journal of Political Science, January-March 1984

Rural Development in India: Attempts and Attitudes, (Rural Development in India) February 1985

Institution Building for Social Development, Gandhi Marg, April, 1984

Ensuring People's Participation in Rural Development Programmes, Kurukshetra, January, 1985

Political Socialisation of Tribals, Teaching Politics, June, 1984.

FRAKASH, RAM Impediments to Technology Change, Indian Journal of Training and Development, April-June, 1984

Mystery of Being at the Top, Indian Journal of Training and Development, July-September, 1984

Musing on Human Resources Development Policy, Indian Journal of Training and Development, October-December, 1984

PRASAD, KAMTA

Rural Poor and the Seventh Plan: A suggested Approach, Mainstream, Vol.XXII, No.37, May 12, 1984

Scope and Functioning of the Public Distribution System in India, Economic Policy and Planning in India (ed) A.K. Singh and others, Sterling Publishers Private Ltd., New Delhi, 1984

Planning in India: Some Basic Issues Relating to Operational and Strategic Aspects, The Indian Economic Journal, Vol. 31, No. 4 April-June, 1984

French and Indian Planning Systems: A Comparative Study, Indian Journal of Public Administration, Vol. XXX, No. - 3, July-September, 1984

Search for a Strategy for the Development of the Rural Poor, Rural Development Strategies for Weaker Sections (ed) K. Prasad and S.C. Patnaik, Department of Analytical and Applied Economics, Utkal University, Bhubaneshwar, 1984

Comment on the Paper Prices and Terms on Trade for Developed Country Exports of Manufactured Goods, The Economics of Relative Prices (eds.) B.Sikos-nagy, D.Hague and G.Hall, The Macmillan Press, London, 1984

Policy Package for Rural Industrialization, Financial Express 23-24 January, 1985 and also in S.C.Bhatia (ed.), The Rural Urban Continuum, University of Delhi, 1985

Economy: Sunny Days, but the Rich-Poor Devide is Widening, The Week, Anniversary Special, January, 1985

The Seventh Plan Framework: A Suggested Approach, Seventh Plan Perspectives (ed.) Malcolms. Adiseshiah, Lancer International, 1985

Appraisal of Socio-Economic Impacts of Irrigation Project; Formulation and Appraisal of Irrigation Projects; Proceedings of a National Symposium, Water Resources Studies Programme, Patna University, Patna.

- SINGH, SHEKHAR      People's Participation in Conservation, Environmental Policy in India, New Delhi, 1984
- VERMA, B.M.      (i) Social Status and Development: Role Performance of Panchayati Raj Non-officials in a Central Indian State.  
(ii) Strategy for Rural Industrialisation: Achievements and Administrative Requisites with special reference to TRYSEM - published in Rural Development in India (ed.) by Hoshiar Singh, Printwell Publishers, Jaipur, 1985
- VERMA, S.P.      Fourth Central Pay Commission Problems and Prospects, Prabandh (Quarterly Journal on Management), April-December, 1984

#### BOOK REVIEWS

- DUBHASHI, P.R.      Seven Decades of Innovative Banking (History of Maharashtra Industrial State Coop. Bank) by G.M. Laud, Financial Express, July 18, 1984
- BARNABAS,A.P.      Rural Development by Robert Chambers, Social Action, July, 1984
- 
- People's Participation in Development Administration by Noorjahan Bano, Indian Journal of Political Science, January, 1985
- 
- Agrarian Unrest and socio-Economic change, 1900-1980 by Arvind N. Das, SABRS, August 1984
- 
- Manpower Planning for Social Welfare by S.H.Phatak, Indian Journal of Public Administration, New Delhi
- 
- DATTA, A.      Financing Regional Government (K.J.Davey), Nagarlok, Vol. XVI, No. 2 (April-June, 1984)
- 
- Urban Planning in the Third World (Madhu Sarin), Nagarlok, Vol. XVI, No. 2, April-June, 1984

India's District Industries Centres (A.W.Shepherd),  
Nagarlok Vol. XVI. No. 2 April-June, 1984

The Property Tax and Local Finance (ed. by C.Lowell  
Harriss) Nagarlok, Vol. XVI, No. 4 (October-December,  
1984)

JHA, GANGADHAR

Seventh Lok Sabha, Estimates Committee, 1984-85. Eighty-  
fifth Report and Eighty-Seventh Report: Ministry of Works  
and Housing, Delhi Development Authority, New Delhi, 1984,  
Nagarlok, Vol. XVI, No. 3, July-September, 1984

KABRA, K.N.

A.R. Desai, India's Path of Development, Popular, Bombay,  
1984, Book Review Supplement of Social Action, June, 1984

Susantha Goontilake, Crippled Minds, Vikas, Delhi, 1982,  
Indian Journal of Training and Development

MISHRA, S.N.

S.R. Maheshwari, Electoral Politics in a Metropolis, Jour-  
nal of Constitutional and Parliamentary Affairs, June,  
1984

V.L Pandit, Elite Politics in a Metropolitan City, Indian  
Journal of Public Administration, Vol. XXX, No. 2, April-  
June, 1984

G.N. Seetharam, Strategy and Tactics of India's Agricul-  
tural Development, Social Action, June, 1984

V.A. Pai Panandikar, R.N. Bishnoi and D.P. Sharma, Develop-  
ment Bureaucracy, Teaching Politics, June, 1984. Politi-  
cal Economy of South Africa, Indian Journal of Public  
Administration, January-March, 1985

PRAKASH, RAM

Small Industry-the Challenge of the Eighties by Dr. Ram  
K.Vepa, Productivity of National Productivity Council,  
October-December 1984.

SUDAN, M.L.

Rural Development and Human Rights in South Asia;  
International Commission of Jurists, Indian Journal of  
Public Administration, Vol. XXX, No. 4, October-December,  
1984

## SEMINARS/CONFERENCES

- DUBHASHI, P.R. Foundation Lecture organised by the Regional Centre for Urban and Environmental Studies, Osmania University, Hyderabad, May 18, 1984. Paper presented on 'Centre-State Local Government Relations'
- Lecture organised by the Institute of Management in Government, Trivandrum, November 13, 1984. Paper presented on 'Work Ethic in Government'
- Seminar on Integrated Rural Development and New 20-Point Programme -- The Role of Cooperatives organised by Natesan Cooperative Training College, Madras and Rural Institute, Gandhigram, Madurai, June 4-6, 1984. Paper presented on 'Integrated Rural Development Programme: Suggestions for Improving Implementation'
- Dr. John Mathai Endowment Lecture, organised by University of Kerala, Trivandrum, January 9-10, 1985. Paper presented on 'Administrative Reforms in Perspectives'
- BARNABAS, A.P Human Ecology and Mother and Child Development organised by National Institute of Public Cooperation and Child Development, New Delhi, September, 1984. Paper presented "Social Consequences of Industrialisation and Urbanisation on Family and Child."
- Paper sent to International Congress of Rural Sociology, International Rural Sociological Association, Manila, Phillipines, December 1984 - "Evaluation of Rural Development Programmes - Criteria and Methodology."
- DATTA, A. Financing Urban Development in India, Organised by IIPA, February 4-5, 1985
- Paper presented "Municipal Financing of Urban Development: Experiment in Metropolitan Calcutta.
- Decentralisation, Local Government Institution and Resource Mobilisation, organised by the Bangladesh Academy for

Rural Development, Comilla, January 20-23, 1985. Title of paper presented: "Resource Mobilisation at the Local Level with reference to Bangladesh."

GOYAL, S.K.

Public Enterprise Policy in Eighties organised by the Institute of Public Enterprises, Hyderabad, London Business School, February 11-14, 1985. Paper presented on 'Privatisation of Public Enterprises - Some Issues for Debate'.

Economic Policy Options organised by the Corporate Studies Group, IIPA, New Delhi, March 2, 1985. Paper presented on 'Privatisation of Public Enterprises -- Some Issues for Debate'

GUPTA, RAJ 41

Attended National Seminar on Metropolitan Transport organised by the Times Research, Calcutta, March 1 and 2, 1985, New Delhi.

National Seminar on Financing Urban Development in India during Feb.4-5, 1985, organised by CUS,IIPA. Theme paper presented jointly by Dr. K.S.R.N. Sarma and G. Jha: Financing Urban Development in Delhi 2001 A.D.

JHA, GANGADHAR

National Seminar on Financing Urban Development in India organised by CUS IIPA, February 4-5, 1985. Theme paper presented jointly with Dr. K.S.R.N.Sarma and Rakesh Gupta: Financing Urban Development in Delhi 2001 A.D.

KABRA, K.N.

World Federation of Trade Unions Seminar on Asian Development and NIEO, Moscow, April 3-5,1984. Paper presented on NIEO.

Presented a paper on Integrated Social Science Approach to Planning in India, Waltair School of Economics, Andhra University, Vishakapatnam, 12 June, 1984

Asian and Oceanic Trade Union Conference on Development and NIEO, Feb. 4, 1985, paper presented: Nationalisation in India.

India International Centre: Economic Affairs Group, March 12, 1985. Paper presented: Autonomy and Accountability in Public Sector.

IIPA Seminar on Economic Policy Options. Presented a paper, alongwith Shri R.K.Sachdeva on A scheme for Preventing Generation of Black Money, March 2, 1985

Key Speaker in the following:

Times Research Foundation, Institute of Social Science and Education in India in the 21st Century, March 1985 Bhagat Singh College, Delhi University on Electoral Reforms, March 6, 1985

UGC Seminar on Area Development as Key Strategy for poverty Eradication at M.M.M. College, Ghaziabad, February, 1985

Balwant Rajput College, Agra: Black Economy in India, February, 1985

LAKSHMISWARAMA, M. Regional Seminar on Institutional Finance for Rural Development, organised by IIPA, New Delhi April 27-28, 1984. Paper presented: Review on Institutional Credit to Activities Allied to Agriculture under IRDP.

MAHESHWARI, S.R. Science, Technology and Development, organised by the Department of Pol. Science, University of Rajasthan, February 10-15, 1985. Paper presented on 'Technology for Rural Development in India'

MATHUR, KULDEEP Seminar on Division of Labour in South Asia organised by University of Wisconsin, Madison, U.S.A. at Madison, Wisconsin from October 30-November 1, 1984. Paper presented: Rural Violence in Bihar- A Cross District Analysis.

Conference on Local Government in Asia organised by University of Seoul, South Korea at Kualalumpur, February 14-15, 1985. Paper presentsd: Local Government in India.

MALHOTRA, D.D.

Financing Urban Development in India organised by Centre for Urban Studies, IIPA, New Delhi, Feb. 4-5, 1985. Paper presented -- Financing Urban Local Government for Urban Development: Basis of State Transfers

MINOCHA, O.P.

National Convention of Management organised by All India Management Association, April 1984. Paper presented Productivity in Public Enterprises.

MISHRA, S.N.

Urban Development in India organised by L.M.M. Institute, Patna, October 18-20, 1984. Papers presented: Urbanisation in India Problems and Remedies and Integrated Development of Medium and Small Towns.

Electoral Reforms in India organised by Bhagat Singh College, New Delhi, March 6, 1985. Paper presented on Problems of Electoral Reforms in India.

NARAIN, M.K.

All India Sociological Conference, organised by South Gujarat University, Surat, December 29-30, 1984 Paper presented: Slum Improvement in Kanpur.

PRAKASH, RAM

Human Resource Development and the Seventh Plan organised by Indian Society of Training and Development New Delhi, January 20-23, 1985. Paper presented on 'HRD Policy'

PRASAD, KAMTA

National Seminar on Strategy of Development of the North East organised by the Indian Economic Association, Planning Commission and North Eastern Hill University, Shillong, April 9-12, 1984. Paper presented: Presidential Address on Strategy of Development for North East Region Issues and Options.

National Seminar on Rural Industrialisation and Strategy for the Seventh Plan organised by the Department of Economics, Allahabad University and Institute for Engineering and Rural Development, Allahabad, April 14-15, 1984. Keynote paper on: A Policy Package for Rural Industrialisation.

Silver Jubilee National Seminar on Poverty and Development with Special reference to the Eastern Region organised by A.N.S Institute of Social Studies, Patna, April 16-18, 1984. Paper presented: Development of the Rural Poor - A Suggested Approach to the Seventh Plan.

Special invited Seminar organised by the Institute of Economics of the World Socialist System, Moscow (USSR) May 16, 1984. Paper presented: Issues in Rural Development in India.

Special Invited Seminar organised by Korean Academy of Juche Studies, Pyongyang (N. Korea) May 30, 1984 Paper presented: Planning and Economic Development of India-Issues and Challenges.

Special Invited Seminar organised by Institute of World Economics and Politics, Beijing (China), June 6-7, 1984. Paper presented: Strategies for Third World Development and Approach to Rural Development in India.

Special Invited Seminar organised by Institute of South Asian Studies, Beijing-- (China) June 14, 1984. Paper presented: Towards Decentralisation of Planning in India

Seminar on Domestic Conflicts in South Asian States: Emerging Trends organised by Jawaharlal Nehru University, New Delhi, October 18-20, 1984. Paper presented: Poverty in India - Trends and Prospects.

Dr. Rajendra Prasad Centenary Celebrations National Seminar on the Rural Urban Continuum, University of Delhi, December 8-9, 1984. Paper presented: A Policy Package for Rural Industrialisation.

Working Conference on Social and Philosophical Implications of Artificial Intelligence organised by Computer

Society of India and National Institute of Science and Technology and Development Studies, New Delhi, December 22-23, 1984. Gave the Presidential Remarks.

Task Force to Evaluate the World Development Report 1984 of the World Bank organised by Family Planning Foundation, New Delhi, February 12-13, 1985. Comment on World Development Report, 1984

Seminar on Planning and the Rural Poor organised by G.B. Pant Social Science Institute, Allahabad, February 23-24, 1985. Paper presented: Some Basic Aspects Related to Effectiveness of Anti Poverty Programme.

National Symposium on Formulation and Appraisal of Irrigation Projects organised by Water Resources Programme, Patna University, Patna, March 28-30, 1985. Paper presented: Appraisal of Socio-Economic Impacts of Irrigation Project.

SACHDEVA, R.K.

Computers for the Advancement of Rural Society Organised by Computer Society of India, New Delhi, March 11-12, 1985. Paper presented: Computers in Rural Education.

Economic Policy Options organised by Indian Institute of Public Administration, New Delhi, March 2, 1985. Paper presented: A Scheme for Checking Generation of Black Money

SARMA, K.S.R.N.

National Seminar on Financing Urban Development in India organised by Indian Institute of Public Administration, New Delhi, Feb. 4-5, 1985. Papers presented - (i) Financing Urban Development in India - Some Critical Views. (ii) Financing Urban Development in Delhi, 2001 A.D.

Workshop on Land Prices organised by the National Institute of Public Finance and Policy, New Delhi, March 19, 1985

SAROJA, S.

Regional Seminar on Institutional Finance for Rural Development organised by Indian Institute of Public Administration, New Delhi. April 27-28, 1984. Paper presented:

Review on Credit for Industries, Services and Business Sector.

SINGH, SHKEHAR

People's Participation in Environmental Management organised by Indian Institute of Public Administration, New Delhi, April 1984. Paper presentd: Forests and People.

Human Ecology, organised by National Institute of Public Cooperation and Child Development, New Delhi, Sept. 1984. Paper presented: Values in Human Ecology.

Environmental Pollution organised by Society for Industrial and Development Management, Hyderabad, February 1985. Paper presented: Environmental Pollution: An Agenda for Action.

Human Ecology, Social Development and Community Participation, organised by Indian Institute of Public Administration, New Delhi, January 1985. Paper presented (Theme Paper) Human Ecology Social, Social Development and Community Participation.

UN ESCAP Meeting on Industry, Technology, Human Settlement and the Environment organised by UN ESCAP, Bangkok, Thailand, September 1984. Paper presented: Technology for the Masses.

THYAGARAJAN, M.

Human Resource Development organised by Indian Society for Training and Development, New Delhi, January 21-23,1985. Paper presented: Human Resource Development Through Training - Past, Present and Future Refinements

UPADHYAYA, J.N.

National Seminar-cum-Workshop on Urban Development in India: Some underemphasised dimensions, organised by L.N. Misra Institute of Economic Development and Social Change, Patna, 19-20 September, 1984. Paper presented; Rural-Urban Migration Implications and Solutions (jointly authored with Naheed Ashraf)

VERMA, B.M.

Rural Industrialisation, organised by Planning Commission, Government of India, Vigyan Bhavan, Oct. 21-22, 1984. Paper

presented -- Innovative Public Administration for Rural Industrialisation (P.R.Dubhashi, B M. Verma).

#### ASSOCIATION WITH COMMITTEES

- BARNABAS, A.P.** Member, Executive Committee, International Rural Socio-logical Association, 1984-1987  
Research Advisory Committee, Ministry of Social Welfare, 1984-1987  
Member, Local Organisation Committee for International Sociological Conference to be held in August, 1986.  
Board of Governors, Indian Social Institute, 1985-87  
Board of Governors, Christian Medical College and Brown Memorial Hospital 1986-88  
Commission on Inter-Church-Aid, Refugee Relief and World Service, World Council of Churches  
Research Consultancy Committee, Indian Council of Medical Research.
- ITTYERAH, ANIL C.** Membership of the 7th Plan Working Group on Fertilizer 1984 appointed by Government of India, Ministry of Chemicals and Fertilizers
- KABRA, K.N.** Member of the 7th Plan Working Group on Public Distribution System, Planning Commission.  
Member of the 7th Plan Working Group on Training for Development Administration, Planning Commission
- MAHESHWARI, S.R.** Board of Studies in Political Science, M.D. University, Rohtak, 1984 - continuing to recommend syllabi for M.A.

and M. Phil. courses.

Executive Committee of Dr. Virendra Swaroop International Institute of Economics and Social Research, 1985 -- continuing to undertake courses and organise seminars.

MATHUR, KULDEEP Continuing Membership, ICSSR Committee on Training and Research Methodology to Review Training Activity and Programmes sponsored by the ICSSR.

MINOCHA, O.P. Executive Member of Indian Society for Training and Development (Delhi Chapter) for organising Programmes of ISTD

MISHRA, S.N. Member, Advisory Committee, J.J. Institute of Parliamentary Studies, Patna (Three years)

Research Committee, Meerut University, Meerut (for Examining Research Proposals) (one year)

PRASAD, KAMTA Chairman, Minimum Wages Advisory Board, Government of India, Ministry of Labour

Member, Advisory Committee for Research and Development for Socio-Economic Aspects of Water Management, Central Board of Irrigation and Power, Government of India

Member, Khadi and Village Industries Review Committee, Government of India, Ministry of Industry.

Member, General Body and Executive Committee and Standing Committee on Finance and Appointments of the Council for the Advancement of Rural Technology (CART) of Ministry of Rural Development, Government of India

Member, Working Group on Agriculture under Indo-Japan Business Cooperation of the Federation of Indian Chambers of Commerce and Industry.

Member, Academic Council, Indian School of Mines, Dhanbad.

SACHDEVA, R.K.	Member, Steering Committee on Computerisation of Government Accounts, Government of Gujarat, Since 1981
SADASIVAN, S.N.	Member-National Talent Selection Interview Board 1984  Member-Northern Regional Council-ICSSR. Continuing since 1983 onwards
SARMA, K.S.R.N.	Represented IIPA on the Seventh Plan Working Group on Housing, Ministry of Works and Housing, Government of India. In that connection participated, in two workshops, in the Ministry held on July 21, and October 5, 1984
SINGH, JAIDEEP	Member of the Executive Committee, Society for International Development - Delhi Chapter since 1982. To promote Chapter activities
SINGH, SHEKHAR	Bombay Natural History Society, Advisory Committee, 1984,85 To oversee the work of the BNHS.
THYAGARAJAN, M.	Member, Construction Management - Sectional Committee, BDC:29. Indian Standards Institution, New Delhi.  Member, Output Standards for Building Industry, Sub-Committee, BDC:29:4, Indian Standards Institution, New Delhi.  Member, Indian Standard Unified Nomenclature of Labour, DOC:BDC:29(3557) Indian Standards Institution, New Delhi.  Member, Safety in Construction, Operation and Maintenance of River Valley Projects, Sectional Committee, BDC:67 Indian Standards Institution, New Delhi.  Member, Cost, Analysis and Estimates Sectional Committee, BDC:63, Indian Standards Institution, New Delhi  Member, Guiding Committee for National Building Code, BDC:64, Indian Standards Institution, New Delhi

Member, Planning and Organisation at Site Sectional Committee, BDC:29, Indian Standard Institution, New Delhi.

Member, Search Group of Implementation and Recommendations of the National Workshops on Project Management in Public Sector Undertaking, formed by the Bureau of Public Enterprises, New Delhi

Member, Board of Studies of the Department of Building Engineering and Management, School of Planning and Architecture, New Delhi

Member, Steering Committee formulated by Delhi Productivity Council for evolving a syllabus for its correspondence course on Project Management

VERMA, S.P.

Member, Executive Committee, Indian Public Administration Association

Member, Board of Studies in Public Administration, Panjab University

Member, Board of Studies in Political Science, R.S. University, Raipur.

-----

#### CONTRIBUTIONS OF THE LIBRARY STAFF

R.N. Sharma and Mrs. Santosh Bakshi(eds) Tribes and Tribal Development: A Select Bibliography. New Delhi, Uppal, 1984

Mrs. S. Bakshi and Mrs. Sunita Gulati Administrative Theory: A Select Bibliography. In IIPA Publication of the same title, Pub. 1984

Mrs. S. Bakshi and Mrs. Sunita Gulati Development Administration: A Select Bibliography. In IIPA Publication of the same title, Pub. 1984

Mrs. S. Bakshi and Suresh Kumar Planning: A Select Bibliography, Indian Journal of Public Administration, Vol. XXX, No. 3, July-Sept. 1984

- M.P. Nayar                          Directions in Education, Seminar, No. 296, April 1984
- A Coalition Future, Seminar, No. 298, June 1984
- Behind the Ballot, Seminar, No. 306, February 1985
- Devendra Kumar                          The New Elites, Seminar, No. 299, July 1984
- The Lawless Law, Seminar, No. 302, October 1984
- M.S. Limaye                          Values in Learning, Seminar, No. 297, May 1984
- The Sexist Media, Seminar, No. 300, August 1984
- National Condition, Seminar, No. 307, March 1985
- Suresh Kumar  
(comp)                          Citizen and Administration: A Select Bibliography. In IIPA Publication of the same title, Pub. 1984
- Mrs. Sunita Gulati  
(comp)                          Local Government: A Select Bibliography. In IIPA Publication of the same title, Pub. 1984
- M.P. Nayar and  
Devendra Kumar                          Public Enterprises: A Select Bibliography. In IIPA Pulica-  
tion of the same title, Pub. 1984

## RESEARCH AND

**Completed**

-----  
Project Director  
-----

## CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

- |  |                                     |
|--|-------------------------------------|
| 1. Integrated Rural Development Programme<br>in Delhi (Union Territory)<br>-- Its Evaluation | M.L. Sudan<br>Mrs. M. Lakshmiswarma |
| 2. Panchayati Raj, Bureaucracy and<br>Rural Development                                      | S.N. Mishra                         |
| 3. Planning Process for Rural Development<br>at Block and District Level                     | Kamta Prasad                        |
| 4. Agricultural Administration in Rural<br>Development                                       | B.M. Verma                          |
| 5. Concurrent Monitoring and Evaluation<br>of TRYSEM in India (1979-81)                      | M.K. Gaur                           |

II

**CONSULTANCY**

<b>Year of Initiation</b>	<b>Funding Agency</b>	<b>Nature of Project</b>
June 1983	Delhi Administration	Research Project To evaluate aspects of the launching of IRDP in the Union Territory of Delhi
August 1983	Dept. of Rural Development, Ministry of Agriculture and Rural Development; Government of India	Research Project Defining Role of Bureaucracy and Panchayati Raj Bodies in Rural Development and Providing a Viable Framework.
June 1983	Department of Rural Development, Government of India	Research Project Aimed at evaluating the process of formulation of rural development schemes at district and block levels. It examines the role of different institutions, the extent of co-ordination between them, the data requirements and suggest improvements
January 1984		Research Project
May 1981	Dept. of Rural Development, Govt. of India	Research Project

**Completed**

Project	Director
6. Developing Training Syllabus for Village Level Workers	Kuldeep Mathur R.K. Tiwari
<b>MANAGEMENT SYSTEMS DIVISION</b>	
1. Pilot Study for Application of Network Techniques for evolving and implementing a complete network based management planning, scheduling, monitoring and control system for putting up the new factory of Traco Cable Company; at Kuttapuzhe for manufacture of Jelly filled telephone cables.	M. Thyagarajan
2. Training Plans for the Engineers of Narmada Sagar Complex, 1985-90	V.J. Chandrasekeran
<b>PUBLIC ENTERPRISES DIVISION</b>	
1. A Survey of Public Enterprises in Solomon Islands	K.L. Chawla
<b>PUBLIC POLICY AND PLANNING DIVISION</b>	
1. Developing Training Curriculum for the officials of Resettlement Directorate, Narmada Planning Agency.	R.K. Tiwari

## CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
September 1984	Dept. of Rural Development, Govt. of India	Consultancy
September 1984	Traco Cable Co. Ltd. Cochin	Consultancy
Dec. 1984	The Narmada Planning Agency	Consultancy
July 1983	University of South Pacific, Suva, Fiji	Research Project  To survey public enterprises in Solomon Islands with a view to evaluate their financial performance and contribution to the economy of the country
Dec. 1984	Narmada Planning Agency	Consultancy

Completed

Project	Director
2. Nationalisation in India: Study in Policy Options	K.N. Kabra
CENTRE FOR URBAN STUDIES	
1. Financing of Urban Development in Delhi -2001A.D.	K.S.R.N. Sarma Gangadhar Jha Rakesh Gupta
2. IDSMT Programme Implementation - Its evaluation and impact Analysis	R.K. Wishwakarma

## SOCIAL WELFARE ADMINISTRATION AND SOCIAL ADMINISTRATION DIVISION

1. District Reorganisation in Madhya Pradesh	S.N. Sadasivan
--	----------------

## CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
Oct. 1980	ICSSR	Research Project
Nov.-Dec. 1982	Delhi Development Authority	Consultancy To work out the financial implications of the revised master plan of Delhi for the period 1981-2001
Sept. 1983	Ministry of Works and Housing Govt. of India	Research Project The study is an evaluation of the Centrally sponsored IDSMT Projects in the two towns of Sriranganagar and Trichur.
March 1984- March 1985	Madhya Pradesh Reorganisation of District Boundaries Commission, Govt. of M.P., Bhopal	Consultancy

**In Progress**

Project	Director
<b>BEHAVIOURAL STUDIES AND PERSONNEL MANAGEMENT DIVISION</b>	
1. Frustration among Civil Servants- A Study of Reactions to Frustration	B.R. Sharma
2. Organisation of Personnel Administra- tion of Tear Smoke Unit, Tekanpur, Gwalior	O.P. Minocha S.P. Verma
3. Pattern of Gilded Crime in India: An Analysis of offences and offenders beyond the reach of law.	R.B. Puri R.B. Jain (Delhi University)

**CENTRE FOR URBAN STUDIES**

1. Resettlement Colonies in Delhi - A Socio-Economic Survey	Girish K. Misra
2. Squatter's Challenge at Faridabad - An Analysis of resources of Local Administration	Raj Nandy
3. The Role of Voluntary Agencies in Urban Development and their Training needs	M.K. Narain

## CONSULTANCY

Year of Initiation and Expected date of completion	Funding Agency	Nature of Project
April 1984 - October, 1985	IIPA	Research Project Psychological Highlighting of the reactions to frust- ration
November, 1985	Tea Smoke Unit Tekanpur, Ministry of Home Affairs	Consultancy
November, 1984- May 1986	ICSSR	Research Project
1985-1986	Ministry of Works and Housing	Research Project A fact finding survey
Feb. 1985- September 1985	IIPA	Research Project A field study- the intention is to ascertain how poorly or well organised is the local agency to meet the challenge of squatter's settlements
1983-September, 1985	IIPA	Research Project. To find out the working area of Voluntary Agencies in Delhi, and their training needs.

**In Progress**

Project	Director
<hr/>	
CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION	
1. Organisational Requirements of Village and Small Scale Industries	S.N. Misra
2. Bench Mark Study of Socio-Economic Conditions and Growth Potential Drought Districts of West Bengal, Haryana and Jammu and Kashmir	Kamta Prasad
3. Management of Integrated Rural Development	P.R. Dubhashi M.L. Sudan M. Lakshmiswaramma

**CONSULTANCY**

Year of Initiation and Expected date of completion	Funding Agency	Nature of Project
January 1985- October 1985	IIPA	Research Project Empirical Inquiry into the Organisational Requirements
January 1982- July 1985	Central Water Commission, Govt. of India	Research Project The Study will cover all the drought prone districts of the three states and give an account of the socio- economic problems, assess the impact of rainfall, irriga- tion and development schemes on the economic condition of people and suggest improvements (Draft Reports on Haryana, West Bengal and JandK based on secondary data submitted)
November 1983- June 1985	Union Ministry of Rural Development, Govt. of India	Research Project A Study of the adequacy and the effectiveness process of the district and Block level in Rajasthan (Alwar District)

**RESEARCH AND****In Progress**

---

---

Project

Director

---

---

4. Systems Evaluation of Milch Cattle  
Insurance

S. Saroja

5. Analysis of Credit Linkages in IRDP

S. Saroja

6. Reservations for the Scheduled  
Castes - A Study conducted in  
Andhra Pradesh

Sujata Singh

**CONSULTANCY**

Year of Initiation and Expected date of completion	Funding Agency	Nature of Project
September 1984- September 1985	Ministry of Rural Development	Research Project To Study the impact of Milch Cattle insurance schemes on beneficiaries of Rural Development Programmes and to suggest ways to enhance its effectiveness in Uttar Pradesh and Rajasthan
December 1984- December 1985	NABARD	Research Project The Study will critically evaluate the linkages of Block Development Plans under the Lead Bank scheme, Tumkur and Mysore districts of Karnataka, Puri and Ganjam Districts of Orissa and Nadia and Darjeeling of West Bengal are being covered under the study.
November 1984- November 1985		Research Project To assess the impact that reservations had made on the socio-economic condi- tion of the scheduled caste population in rural areas. (This study was conducted along with the village study programme of APPPA participants)

## RESEARCH AND

**In Progress**

Project	Director
7. Implementation Processes in National Rural Employment Programme	R.K. Tiwari
8. Rural Violence	Kuldeep Mathur
9. Marketing Services under IRDP	J.N. Upadhyay

**ENVIRONMENTAL STUDIES DIVISION**

1. Survey of National Parks and  
Sanctuaries in India  
  
Shekhar Singh  
Mrs. D. Variava  
(Natural History  
Society, Bombay)

**MANAGEMENT SYSTEMS DIVISION**

1. Development and Management  
Training Project USAID  
  
Ram Prakash

## CONSULTANCY

Year of Initiation and Expected date of completion	Funding Agency	Nature of Project
June 1984- December 1985	Department of Rural Development, Govt. of India	Research Project All aspects of implementa- tion (Draft submitted)
July 1983- May 1985	ICSSR	Research Project
June 1983- August 1985	Ministry of Rural Development	Research Project To assess and suggest marketing services under IRDP in districts of Madhubani (Bihar) and Junagarh (Gujarat)
April 1984- April 1986	Ministry of Forests and Environment, Govt. of India	Research Project To study the legal, administrative and other aspects of protected areas in India.
January 1984- August 1985	USAID	Consultancy Identification of Training Needs in the subject matter of the selected ministries and the training institutes. Submitted seven sector reports

**In Progress**

Project	Director
2. Modernisation of the 100 year old Periyar-Vaigai Irrigation Project, Madurai, Public Works Development, Government of Tamil Nadu	M. Thyagarajan
3. Implementation of Network techniques to projects of National Industrial Development Corporation Ltd. New Delhi	M. Thyagarajan
4. Design and Implementation of Financial Information System in Government of Gujarat	R.K. Sachdeva

**PUBLIC ENTERPRISES DIVISION**

1. Interdependence of goods and Services Sectors in a Developing Economy	Anil C. Ittyerah
2. Regulatory Administration of Private Corporate Sector in India	S.K. Goyal
3. Comparative Performance of Public Enterprises and Large Private Sector Companies	S.K. Goyal
4. Growth and Regulation of Foreign Private Capital in India since Independence	S.K. Goyal

## CONSULTANCY

Year of Initiation and Expected date of completion	Funding Agency	Nature of Project
1977-78	The Management of Periyar Irrigation Project, Madurai, Public Works Deptt., Govt. of Tamil Nadu	Consultancy Continuing Assignment as per request of the Project Management
October 1984- October 1985	National Industrial Development Corpn. Ltd., New Delhi	Consultancy
March 1980-1986	Govt. of Gujarat	Consultancy (Design, Development and implementation of the system has been completed. Occasional consultation during operation of the system is continuing)
July 1982- November 1985	ICSSR	Research Project
December 1980- November 1985	ICSSR	Research Project
January 1983- December 1985	The Standing Conference of Public Enterprises (SCOPE)	Research Project
August 1983- December 1985	Planning Commission, Govt. of India	Research Project

**In Progress**

Project	Director
5. The Impact of MNC's on India's Position in the International Division of Labour	S.K. Goyal (with Prof. Gerd Junne, University of Amsterdam)
<b>PUBLIC POLICY AND PLANNING DIVISION</b>	
1. Target Group Oriented Public Distribution System	K.N. Kabra Anil C. Ittyerah
2. Judicial Policy Formulation in India	Shekhar Singh
<b>SOCIAL WELFARE ADMINISTRATION AND SOCIAL ADMINISTRATION DIVISION</b>	
1. Organisation and Staffing pattern of State Social Welfare Board	A.P. Barnabas D.D. Malhotra
2. Administration and Social Development in Kerala	S.N. Sadashivan
3. Ecology and Administration in Kerala	S.N. Sadashivan
4. District Councils in Kerala	S.N. Sadashivan
<b>INTER-DIVISION PROJECTS</b>	
1. Review of strength of officers and staff in the Railway Boards	P.R. Dubhashi K.L. Handa O.P. Minocha

## CONSULTANCY

Year of Initiation and Expected date of completion	Funding Agency	Nature of Project
October 1984- October 1986	Indo-Dutch Programme on Alternatives in Development (IDPAD)	Research Project
December 1983- July 1985	Ministry of Food and Civil Supplies	Research Project
1982-1985	IIPA	Research Project To study the existing penal system in India
October 1984- October 1985	Central Social Welfare Board	Consultancy
1981-1987	IIPA	Research Project
1981-1987	IIPA	Research Project
1981-87	IIPA	Research Project
November 1985	Railway Board	Consultancy (Interim Report on Review of Strength of Officers and Staff in the Railway Board completed)

## ANNEXURE III

## LIST OF PUBLICATIONS

1. Environmental Policy in India ed. by Shekhar Singh (Hard Bound)
2. Municipal Finances in India by Abhijit Datta
3. South-South Cooperation by P.V. Narasimha Rao
4. Legislatures in New States by W.H. Morris-Jones
5. Public Enterprises ed. by S.K. Goyal
6. Administrative Theory ed. by Ramesh K. Arora
7. Local Government ed. by Abhijit Datta
8. Development Administration ed. by S.P. Verma and S.K. Sharma
9. Citizen and Administration ed. by S.N. Sadashivan
10. Administrative Accountability ed. by T.N. Chaturvedi
11. Training in Government: Objectives and Opportunities ed. by A.P. Saxena
12. Planning in a Market Economy: A Study of French Planning System by Kamta Prasad
13. Municipal Executive in India ed. by Abhijit Datta
14. Municipal Personnel Administration by Asok Mukhopadhyay

## RE-PRINTED

1. Social Responsibilities of Public Administrators by Swami Ranganathananda
2. The Science of Human Energy Resources by Swami Ranganathananda
3. Grammar of Planning by P.R. Dubhashi

## ANNEXURE IV

**Patron**  
**SHRI ZAIL SINGH**  
**President of India**

**EXECUTIVE COUNCIL AND THE COMMITTEES****EXECUTIVE COUNCIL****President**

**Shri R. Venkataraman**  
**Vice-President of India**

**Chairman**

**Shri S.B. Chavan**  
**Minister for Home Affairs**  
**Government of India**

**Vice-Presidents**

Shri S.L. Khurana	Governor of Tamil Nadu, Raj Bhavan, Madras
Prof. M.V. Mathur	Ex-Vice-Chancellor, University of Rajasthan and Member, Fourth Pay Commission, 51, Western Court, New Delhi
Shri H.M. Patel	Savita Bungalow, Bakrol Road, Vallabh Vidyanagar(Guj.)
Shri L.P. Singh	20, Poorvi Marg, Vasant Vihar, New Delhi
Dr. B. Venkatappiah	Chairman, Council for Social Development, 53, Lodi Estate, New Delhi
Shri M.M.K. Wali	Lt. Governor of Delhi, Delhi

**Members**

Shri V. Anandrau	Commissioner and Secretary, Institutional Finance and Planning Department, Government of Andhra Pradesh, Hyderabad
Prof. R.P. Bambah	Vice-Chancellor, Punjab University, Chandigarh
Shri H.U. Bijlani	Consultant, Housing Urban Development and Municipal Affairs, C-1/15, Ansari Nagar, All India Institute of Medical Sciences, New Delhi
Shri M.K. Chaturvedi	President, Board of Revenue, Madhya Pradesh, Bhopal
Shri T.N. Chaturvedi	Comptroller and Auditor General of India, Bahadurshah Zafar Marg, New Delhi
Prof. A. Datta	Indian Institute of Public Administration, New Delhi
Shri R.N. Haldipur	Director, Institute of Rural Management, Anand(Gujarat)
Prof. K. Kamalanathan	Emeritus Professor, Department of Political Science and Public Administration, S.V. University, Tirupati
Shri V. Karthikeyan	Chairman, State Planning Board and Chairman, IIPA Tamil Nadu Regl. Branch, 419-Kilpauk Garden Road, Madras
Prof. Shanti Kothari	Former M.P., President, Academy of Applied Politics, New Delhi
Shri R.N. Malhotra	Governor, Reserve Bank of India, Bombay
Shri B.C. Mathur	C-405, Som Vihar, Ramakrishna Puram, New Delhi
Shri K.P. Medhekar	Member, Maharashtra Public Service Commission, Bombay
Prof. G.K. Misra	Indian Institute of Public Administration, New Delhi
Dr. W.G. Naidu	Executive Secretary, Transactional Analysis Centre for Training (TACT), Training and O.D. Consultant to M.P. Electricals Limited, Bhojraj, E-3/36, Arera Colony, Bhopal

Shri G. Bhaskaran Nair	Chairman, IIPA Kerala Regl. Branch, Trivandrum
Prof. J. Ramachandran	Vice-Chancellor, Madurai Kamaraj University, Madurai
Shri S. Ramanathan	Secretary, (Coordination) Cabinet Secretariat, New Delhi
Shri B.P. Singh	Joint Secretary to Ministry of Steel and Mines, Department of Mines, Government of India, New Delhi
Shri M. Subramanian	Secretary to the Government of India, Department of Agriculture and Cooperation, Ministry of Agriculture and Rural Development, New Delhi
Dr. V. Subramanian	Minister for Housing, Prohibition and Excise, Government of Maharashtra, Bombay
Shri T.K. Thanikachalam	Joint Director of Agriculture, 2 CIT Colony, 7th Cross Street (West), Shenoy Nagar, Madras
Prof. M.J.K. Thavaraj	Indian Institute of Public Administration, New Delhi
Shri M. Thyagarajan	Consultant, Indian Institute of Public Administration New Delhi
Shri R.K. Trivedi	Chief Election Commissioner, New Delhi
	Chairman, IIPA Madhya Pradesh Regional Branch, Bhopal
	Chairman, IIPA Maharashtra Regional Branch, Bombay

**Honorary Treasurer**

Shri G.C.L. Joneja                    E-1/3, Vasant Marg, Vasant Vihar, New Delhi

**Director and Member-Secretary**  
Dr. P.R. Dubhashi

-----

## COMMITTEES

## STANDING COMMITTEE

1. Dr. B. Venkatappiah (Chairman)
2. Shri M.K. Chaturvedi
3. Shri T.N. Chaturvedi
4. Prof. A. Datta
5. Shri G.C.L. Joneja
6. Prof. K. Kamalanathan
7. Prof. Shanti Kothari
8. Prof. M.V. Mathur
9. Dr. W.G. Naidu
10. Shri S. Ramanathan
11. Shri B.P. Singh
12. Shri M. Subramanian
13. Shri T.K. Thanickachalam
14. Dr. P.R. Dubhashi, Director and Member-Secretary

## ACADEMIC COMMITTEE

1. Dr. P.R. Dubhashi, Director-Chairman
2. Shri V. Anandarau
3. Shri H.U. Bijlani
4. Shri B.C. Mathur
5. Shri K.P. Medhekar

6. Prof. M.J.K. Thavaraj
7. Dr. D.D. Narula
8. Prof. S.K. Sharma
9. Dr. Ramesh K. Arora
10. Dr. N.R. Inamdar
11. Shri H.K. Barpujari
12. Prof. V. Shanmugasundaram
13. Smt. Padma Ramchandran
14. Prof. S.P. Rangarao
15. Dr. G. Thimmaiah
16. Prof. Kuldeep Mathur )
- )
17. Prof. Kamta Prasad   )
- ) IIPA Faculty
18. Prof. G.K. Misra   )
- )
19. Shri R.K. Sachdeva   )

#### EDITORIAL BOARD

1. Shri T.N. Chaturvedi (Editor)
2. Prof. C.P. Bhambhri
3. Prof. M. Bhattacharya
4. Prof. A. Datta
5. Dr. P.R. Dubhashi
6. Prof. K.N. Kabra
7. Prof. K. Kamalanathan

8. Prof. M.A. Muttalib

9. Shri B.P. Singh

10. Prof. S.P. Verma

#### COMMITTEE ON CASE STUDIES

1. Prof. M.V. Mathur (Chairman)

2. Shri H.U. Bijlani

3. Prof. V. Bhaskara Rao

4. Prof. D.N. Pathak

5. Shri S. Ramanathan

6. Shri S.N. Rao

7. Shri M. Subramanian

8. Shri M. Thyagarajan

9. Head of the Department of Public Admn., Bhubaneswar University

10. Dr. P.R. Dubhashi, Director (Project-Director)

11. Dr. Jaideep Singh (Member-Secretary)

#### ADVISORY COMMITTEE FOR URBAN STUDIES

1. Union Minister of Works and Housing (Chairman Ex-Officio)

2. Secretary, Ministry of Works and Housing (Member, Ex-Officio)

3. Commissioner, Delhi Municipal Corporation (Member, Ex-Officio)

4. Chairman-cum-Managing Director, HUDCO (Member, Ex-Officio)

5. Joint Secretary, Ministry of Works and Housing (Member, Ex-Officio)

6. Vice-Chairman, D.D.A. (Member, Ex-Officio)

7. Shri Jamsheed Kange, Municipal Administrator, Bombay Municipal Corporation
8. Smt. Lina Chakrabarti, Chief Executive Officer, Calcutta Metropolitan Development Authority
9. Director, Institute of Science and Technology, Bangalore
10. Prof. M.V. Mathur
11. Shri M.K. Chaturvedi
12. Shri C.H. Gopinath Rao
13. Shri M.N. Buch
14. Prof. M.A. Muttalib
15. Prof. D.P. Singh
16. Prof. M. Bhattacharya
17. Prof. G.K. Misra, CUS, IIPA
18. Dr. P.R. Dubhashi, Director (Member-Secretary)

#### SCREENING COMMITTEE FOR ADMISSION OF NEW MEMBERS

1. Prof. Shanti Kothari
2. Shri B.C. Mathur
3. Shri S. Ramanathan

#### SELECTION COMMITTEE

1. Dr. B. Venkatappiah (Chairman)
2. Prof. M.V. Mathur
3. Shri G.C.L. Joneja
4. Shri T.N. Chaturvedi

5. Dr. P.R. Dubhashi, Director, IIPA

PLANNING AND ADVISORY COMMITTEE

Co-ordinators of all Divisions

Course Director, APPPA

Dr. (Smt.) Shanta Kohli Chandra

Shri G. Jha

Shri J.C. Kapur

Dr. R.B. Puri

## ANNEXURE V

## ACTIVITIES OF BRANCHES

## REGIONAL BRANCHES

## BIHAR

Chairman                    Shri K.K. Srivastava,  
                                Chief Secretary,  
                                Government of Bihar

Hon. Secretary            Dr. J.K.P. Sinha,  
                              Dy. Commissioner,  
                              Commercial Taxes,  
                              Patna

Membership               Ordinary 71; Life 123; Corporate 8

The branch arranged discussion meetings on the following papers during the year:

Date	Subject	Paper writer
27.10.84	Public Distribution System with special reference to Bihar	Dr. J.K.P. Sinha
10.11.84	Anti-Poverty Programme	Shri K.R. Sinha
18.1.85	Illiteracy - A Great Impe- diment to Human Development	Shri U.D. Chaubey
26.1.85	Functions and Problems of Indian Polity	Prof. N. Sinha
2.2.85	Law and Order Administration	Shri K.K. Srivastava Chief Secretary, Government of Bihar

After completion of the research project on "Tax Administration in develop-

ing countries "the following research continued to be carried on by the branch members:

(a) A Study of the Finances of State Undertakings in Bihar

(b) Entertainment Tax in Bihar

#### DELHI

Chairman	Shri Virendra Prakash, Chief Secretary, Delhi Administration, Delhi
Hony. Secretary	Shri S.R. Sharma, Chairman, Delhi Tourism Development Corporation, New Delhi
Membership	Ordinary 669; Life 675; Corporate 25

The branch organised an Essay Competition on 'Delhi Administration set up-suggestions' for improvement. The branch has undertaken the work regarding compilation of 'Monograph on Delhi Administration'. A compendium of essays of last competition has been prepared with a view to publish a booklet titled 'Redressal of Public Grievances'.

#### JAMMU & KASHMIR

Chairman	Shri Mehmood-ur-Rehman, Managing Director, J & K Industries Limited, Srinagar
Hony. Secretary	Shri Veeranna Aivalli, Commissioner of Vigilance, J & K Government, Srinagar
Membership	Ordinary 49; Life 38; Corporate 1

The branch organised the following programmes during the year:

Date and Place	Subject	Speaker
25.5.84 Srinagar	Roads and Road Transport Administration in India	Shri K.K. Sarin, Director General, Roads Development and Audl. Secretary, Ministry of Shipping and Transport, Government of India
25.7.84 Srinagar	Police and Public Relations	Shri D.N. Kaul, IPS (Retd.) Ex-Inspector General of Police, J & K State
17.8.84 Srinagar	Lakhina Model - An Appraisal	Shri Parveez Dewan, Director J & K State, Institute of Management and Public Administration, Srinagar
22.9.84 Srinagar	North Zone Regional Seminar	Anti Poverty Programme - Policy of the Centre and State
23.10.84 Srinagar	Issue of National Security	Prof. A.P. Rana, Head, Department of Political Science, M.S. University, Baroda
5.12.84 Jammu	Role of Transport in the Development of J & K	Shri M.M. Khajooria, Director General, Transport J & K, Jammu
28.2.85 Srinagar	Massive Mandate - What It Means to the Country - I	Shri S.P. Sahni, 4-M.A. Road, Srinagar
5.3.85 Srinagar	Massive Mandate - What It Means to the Country - II	Shri S.P. Sahni, 4-M.A. Road, Srinagar
25.3.85 Srinagar	Revenue Administration - Then and Now	Shri S.A. Qadri, IAS (Retd.)

**KARNATAKA**

Chairman	Shri T.R. Satish Chandran, Chief Secretary to the Government of Karnataka, Bangalore
Hony. Secretary	Shri A. Ramaswamy, Director, Municipal Administration, Bangalore
Membership	Ordinary 72; Life 54; Corporate 3

The branch organised the following lectures:

Date	Subject	Speaker
24.5.84	Bureaucracy - A Crisis of Identity	Shri C.S. Swaminathan
7.7.84	Astrology-Science or Superstition	Shri B.V. Raman
4.12.84	Anticipation	Shri T.C.A. Srinivasa Varadan, Former Home Secretary, Government of India
29.1.85	Delinking Degrees from Jobs -- A Dilemma	Prof. K.H. Cheluvaraju
23.2.85	Ancient Indian Legal Judicial and Constitutional System	Justice M. Rama Jois

**KERALA**

Chairman	Shri G. Bhaskaran Nair, IAS (Retd.) Jeevan Deep, Ambalamukku, Trivandrum
Hony. Secretary	Shri V.U.K. Nambissan, Addl. Secretary to Government (Retd.), Jagathy, Trivandrum
Membership	Ordinary 168; Life 54; Corporate 11

A seminar on 'Bureaucracy and Political Executive' was held on June 16, 1984. Shri G. Bhaskaran Nair, Chairman of the branch, presided. 84 persons

including civil servants, academics and members of the IIPA participated. Dr. V.K. Sukumaran Nair summed up the deliberations.

The branch also coordinated a seminar on 'Management Practices in U.K.' January 5, 1985. Dr. V.K. Sukumaran Nair, Former Vice-Chancellor, Kerala University and Vice-Chairman of the branch, presided. 60 persons including members of sister institutions and the members of the IIPA participated in the deliberations of the seminar.

#### MAHARASHTRA

##### Chairman

Hony. Secretary	Shri R.C. Iyer, Chairman, and Managing Director, Maharashtra State Textile Corporation Limited, Bombay
Membership	Ordinary 244; Life 381; Corporate 40

The branch arranged the following talks during the year:

Date	Subject	Speaker
23.4.84	Housing	Mr. Geoffrey Payne
30.5.84	Communal Strife in India	Shri K.F. Rustomji
15.6.84	Human Rights in Socio-Economic Context	Dr. Farrokh Jhabwalla
9.7.84	Our Neighbours Far and Near - What we can do about them	Shri Apa Pant
7.8.84	Regional Co-operation in South Asia - Problems and Prospects	Dr. Prem Gandhi
26.9.84	The Concept of Ombudsman and Its Application in Some Countries of the World	Shri N.D. Kamat
10.10.84	Civil Services Examinations and Maharashtra	Prof. S.G. Kashikar
8.2.85	Administrative Reforms	Dr. P.R. Dubhashi Director, IIPA

The branch organised two programmes of book presentation, one of which was by the author of the book himself. These were:

- (i) "Viceroy's of India" by Mark Bence Jones - presented by Shri B. Paymaster, I.C.S. (Retd.)
- (ii) "Bureaucratic Blunderworld" by Dr. K.K. Khanna presented by the author himself.

During the year, the branch held one seminar and one conference respectively on (i) The Problem of Sales Tax Returns - Measures to expedite submission and assessment; (ii) Anti Poverty Programmes.

The Seminar on Sales Tax was held on June 9, 1984. It was inaugurated by Dr. V. Subramanian, now Minister for Housing and Prohibition. The key note address was delivered by the Sales Tax Commissioner, Shri Valluri Narayan. The Seminar was an attempt to bring together on a common platform the assessors and the assessee and discuss the problems of sales tax returns.

The Conference on 'Anti Poverty Programmes' was held on Sept. 1-2, 1984 at Pune in collaboration with the Maharashtra Institute of Development Administration. The conference was inaugurated by Shri V.S. Page, Chairman, Maharashtra Employment Guarantee Council. The theme paper was prepared and presented by Shri S.S. Tinaikar, Secretary, (Rural Employment) Rural Development Department. A report on the conference was presented by Shri S.S. Gadkari, Executive Joint Secretary at the Annual Conference of Members on the same subject held by IIPA, New Delhi on October 13, 1984.

The branch conducted a training programme on "Office Management" for the office of the Director General of Police. Twenty participants took-part in the programme.

The theme of the journal titled 'Public Administration' for the 1984-85 issue was 'Anti-Poverty Programmes'.

The annual essay competition was conducted by the branch. The topics set for the competition were:- (i) The role of the bureaucracy in promoting national integration; (ii) Have the intellectuals failed the country? (iii) Role of the corporate sector in alleviating poverty.

In all, 14 entries were evaluated by a panel of judges consisting of (i) Shri R.C. Iyer, (ii) Dr. P.J. Deoras and (iii) Shri M.R. Kolhatkar.

None of the essays was considered fit for the first or the second prize. A consolation prize of Rs. 250 each was awarded to (i) "Shakuntalam" and (ii) Shri V.V. Khandekar.

The branch has taken up a study of legislature Questions. Shri S.H. Belavadi, Retired Secretary, Maharashtra Legislature Secretariat, is working on this research project.

The Government of Maharashtra has sanctioned a grant of Rs.20,000 to the branch for preparing an up-to-date draft of the publication 'Organisation of the

Government of Maharashtra'. The work is being done by Shri S.S. Gadkari, Executive Joint Secretary, with the assistance of Shri S.S. Kharkar and Shri V.V. Velankar, retired Deputy Secretaries to Government and under the supervision of Shri R.C. Iyer.

During the year, the branch added 247 books to its library. With this, the total number of books in the library stood at 6237 at the close of the year. The branch also subscribes to or receives complimentary copies of more than 25 periodicals on Public Administration and related subjects as well as periodicals of general interest. Out of these 8 are foreign periodicals.

#### RAJASTHAN

Chairman	Shri Mohan Mukherji
Hony. Secretary	Shri M.L. Mehta, Director, H.C.M. State Institute of Public Administration, Jaipur
Membership	Ordinary 96; Life 90; Corporate 4

The branch organised a Round talk on 'Nehru and Modern India' on June 30, 1984. Shri T.N. Chaturvedi, Comptroller and Auditor General of India, inaugurated the Round talk.

Prof. Ramesh K. Arora, Head, Department of Public Administration, University of Rajasthan directed the Round talk programme.

The branch organised a Regional Seminar on 'Anti-Poverty Programmes: Centre and States' on October 1, 1984. Prof. P.C. Mathur was the Chief Rapporteur and Shri Rakesh Hooja and Dr. Satish K. Batra directed the programme.

Another lecture meeting was held on October 10, 1984. Prof. V.V. John, former Vice-Chancellor, Jodhpur University, delivered a talk on 'University Reforms in India'. Shri M.L. Mehta, Director, HCM Institute of Public Administration, Jaipur, presided.

A panel discussion on 'Challenges Before the Urban Administration' was organised by the branch on October 22, 1984. Prof. Mohit Bhattacharya, Professor and Head, Department of Political Science, Calcutta University, and Prof. D.P. Singh, Professor and Head, Department of Public Administration, Lucknow University, were the Chief resource persons for the discussion. Prof. Ramesh K. Arora presided.

The branch also organised a lecture meeting on October 29, 1984, which was addressed by Prof. R.B. Jain, Professor of Political Science, University of Delhi. Prof. Ramesh K. Arora presided.

In a meeting of the branch, Ms. Susan Gill, President, Architecture, Building, Research and Innovation, USA, made a presentation, on 'Strategic Pattern-

ing, Discovery, Creativity and Invention' on November 28, 1984.

A Round Talk 'New Government - Agenda for Action' was held on January 8, 1985. Shri Mohan Mukerji, former Chief Secretary, Government of Rajasthan, presided.

Prof. M.V. Mathur, Member, Fourth Pay Commission, gave the inaugural address.

Prof. Ramesh K. Arora, directed the programme.

Shri M.M.K. Wali, Lt. Governor of Delhi, delivered a talk on January 11, 1985, on 'Challenges before Civil Service in India'.

Shri Mohan Mukerji, former Chief Secretary, Government of Rajasthan presided.

A seminar on 'Culture and Ethos of Administration in Rajasthan' was organised on January 17, 1985. Prof. Ramesh K. Arora directed the seminar.

The branch also organised the following lecture meetings:

1. On February 11-23, 1985, in which Dr. M.L. Mishra former Professor and Head, Department of Economics and Management, Sokoto University, Nigeria, spoke on 'Management and Culture' and 'Corporated Management Systems'. Prof. Om Prakash, Prof. of Economics and Financial Management, University of Rajasthan, and Prof. Ramesh K. Arora presided over the lecture meeting respectively.
2. On February 12, 1985, in which Shri V.I. Raj Gopal, former Home Commissioner, Government of Rajasthan, spoke on 'Administrative Change - A Continuing Process'.
3. On February 13, 1985, in which Dr. Manu Bhai Shah, Managing Trustee Consumer Education and Research Centre, Ahmedabad, spoke on 'Consumer Protection'.
4. On February 27-28, 1985, in which Prof. B.S. Khulla, UN Expert, gave three talks under joint collaboration of the branch, on 'Voluntary Agencies in India', 'Policy and Administration for Development in Asia' and 'Administrative Reforms in India'.
5. On March 4, 1985, in which internationally renowned mathematician Ms. Shakuntala Devi gave a demonstration of her enormous ingenuity in mathematics. Shri H.K.L. Khaller, Addl. Director (Planning) of H.C.M. Rajasthan Institute of Public Administration, presided.

The branch also organised the following discussions:

1. On February 19, 1985, Shri M.L. Mehta, Director, HCM Rajasthan Institute of Public Administration, and Hon. Secretary of the Regional

Branch, initiated discussion on 'Organisation Change'. The meeting was chaired by Shri Mohan Mukerji.

2. In February 1985, a panel discussion on 'Indian Administration Today' was held in which Prof. R.B. Jain of Delhi University, Prof. S.R. Maheshwari of IIPA and Prof. A.P. Padhi of Sambalpur University prescribed their assessments of the current administrative situation in India. Prof. Ramesh K. Arora presided.

#### TAMIL NADU

Chairman	Shri V. Karthikeyan, IAS (Retd.) Chairman, State Planning Board, Madras
Hony. Secretary	Shri T.K. Thanickachalam, Directorate of Agriculture, Chennai, Madras.
Membership	Ordinary 234; Life 148; Corporate 6

The branch conducted a seminar on 'Urban Land and its connected Problems' on April 14, 1984. Shri V. Karthikeyan, Chairman of the branch, presided. Shri C. Ramachandra Rao, Commissioner and Secretary, Housing and Urban Development Department, Member-Secretary, MMDA, delivered the valedictory address.

The branch also conducted jointly with the IIPA Vallore local branch a seminar on 'Anti-Poverty Programmes - Role of the Centre and the States' on August 11, 1984. Shri V. Karthikeyan presided. Dr. T.S. Venkataswamy, Principal, Presidency College, Madras inaugurated the seminar and Dr. P.V. Indhiresan, IIT, Madras, delivered the valedictory address.

A symposium on 'The case for an Academy for Legislation' was conducted on November 18, 1984. Shri V. Karthikeyan presided. Shri V. Esvaran, inaugurated the symposium.

A lecture was addressed on the 29th January, 1985, by Dr. Rashmi Mayur, President, Global Futures Net-work, Bombay, 'Madras city-2000 A.D.'.

A panel discussion on 'Legal Aid to the Poor' was held on March 23, 1985.

#### UTTAR PRADESH

Chairman	Shri Girish N. Mehra, Chief Secretary to Government of Uttar Pradesh
Hony. Secretary	Shri T.N. Dhar, 27-B/5, Lajpat Rai Marg, Lucknow
Membership	Ordinary 208; Life 161; Corporate 12

The branch continued its activities by holding regular meetings, guests lectures and a very largely attended seminar on 'Decentralised Planning and Poor' participation'. The Seminar was attended by more than 100 participants. Shri N.D. Tiwari, Chief Minister of Uttar Pradesh, inaugurated the seminar and the Minister for Rural Development, Shri S.S. Upadhyaya presided. The key-note address was delivered by Dr. P.R. Dubbashi, Director, IIPA. The Government of Uttar Pradesh gave a grant of Rs.15,000 for organising the above seminar. The state government also agreed to subsidise the membership fees of their employees going in for enrolment of IIPA membership.

#### WEST BENGAL

Chairman	Shri S.V. Krishnan, Chief Secretary, Government of West Bengal, Calcutta
Hony. Secretary	Shri K.K. Naskar, Special Secretary, Food and Supplies Department
Membership	Ordinary 113; Life 91; Corporate 16

The Regional Branch has been regularly publishing quarterly Newsletter since October, 1980.

The research project on 'Organisation of the Government of West Bengal' which was undertaken by the branch, is expected to be completed by the end of the year.

The branch conducted 3 seminars during June-August, 1984 on important topics.

In the first Seminar on 'Cottage and Small Scale Industry in West Bengal', the lead paper was presented by Shri S.N. Roy, Secretary, Cottage and Small Industries Department, Government of West Bengal.

The second seminar on 'Social Security and Social Science' was primarily addressed by Shri H. Ghosh, Secretary, Policy and Welfare Department, Government of West Bengal.

In the third seminar on 'Educational Administration' in West Bengal', the following comprised the panel of speakers: Prof. S.K. Bhattacharya, Vice-Chancellor, Calcutta University; Prof. Sambhu Ghosh, Minister for Higher Education; and Prof. Nirmal Bose, Minister for Commerce and Industry in the state government.

Other regional branches are: Andhra Pradesh, Assam, Goa, Gujarat, Madhya Pradesh, Orissa, Pondicherry and Panjab, Haryana and Chandigarh. No reports regarding their activities were received.

### LOCAL BRANCHES

#### BUDAUN

President	Shri G.P. Verma District Magistrate, Budaun.
Hony. Secretary	Dr. H. Swarup, Reader and Head, Political Science Department
Membership	Ordinary 33

A meeting of the branch was held on November 23, 1984, under the President-ship of Shri G.P. Verma, District Magistrate, Budaun. The discussions were held on the topics of current importance.

#### DINDIGUL

Chairman	Shri P.N.G. Ramakrishnan
Hony. Secretary	Shri A.K. Serumali
Membership	Ordinary 5; Life 15

A special meeting of the members was held on October 30, 1984, to discuss about the membership development and future programme of activity.

The branch conducted a seminar on November 25, 1984, on 'Road Safety' in collaboration with Home Guards of Madurai North and Lions Club, Dindigul. Dr. R. Muniappan presided.

A special meeting was also held on March 20, 1985. Shri T.K. Thanickachalam participated in the meeting. In the meeting, it was decided to conduct a one day seminar on 'Common man facing his problems in Dindigul Town'.

#### JABALPUR

Chairman	Dr. R.K. Gupta Professor and Head of Department of Sociology, Rani Durgawati Vishvavidyalaya, Jabalpur
----------	---

Hony. Secretary	Dr. V.K. Dubey, 1595, Napier Town, Jabalpur
Membership	Ordinary 54; Life 18; Corporate 1

The branch continued its activities by holding regular meetings of the members of the branch. The branch proposes to conduct a Seminar/Conference on 'The Role of Public Administration in Democracy'.

#### MADURAI

Chairman	Shri R. Varadarajulu
Hony. Secretary	Shri G. Venkidasamy
Membership	Ordinary 96; Life 3;

The branch organised a meeting on March 19, 1985. Shri M. Balachandran, Presiding Officer, Addl. Local Labour Court, Madurai, spoke on 'Legal Aid to the Poor'.

The research project on 'Personnel Management in Training and visit system in Madurai District was completed. The report has also been published by the branch.

The branch meetings were held during the year.

#### PUNE

Chairman	Prof. N.R. Inamdar, Lokmanya Tilak Professor of Politics and Public Administration and Head of Department, University of Pune, Pune
Hony. Secretary	Prof. V.P. Deo
Membership	Ordinary 33; Life 53; Corporate 6

The branch organised two lecture meetings on April 6 and 7, 1984. Shri Jafar Ali Ujan, who is active member and the leader of the People's Party of Pakistan, delivered both these lectures which were on (i) 'The Prospects of Democracy in Pakistan and (ii) 'The Problems of Nationality in Pakistan'.

Dr. N.R. Inamdar, Chairman of the branch, presided over both the meetings.

The branch also organised a meeting on August 21, 1984, Dr. Dileep Padgaonkar, Acting Director of UNESCO's office of Public Information in Paris spoke on 'UNESCO: The Current Challenges'. Prof. N.R. Inamdar presided.

The branch also organised a lecture meeting on October 30, 1984. Dr. Patrick Haithcox of Pomona Government College, California (USA), spoke on 'The Impressions of a visit to China'. Prof. N.R. Inamdar presided.

#### SANGLI

Chairman	Shri K.A. Chougule Advocate
Hony. Secretary	Prof. A.S. Sahasrabudhe, Care Chintamanrao College of Commerce, Sangli
Membership	Ordinary 8; Life 4; Corporate 1

The branch held discussion meetings during the year.

#### SANTHAL PARGANA

Chairman	Shri Ajay Kumar, Dy. Commissioner, Deoghar
Hony. Secretary	Prof. N. Sinha
Membership	Ordinary 2; Life 1

The branch held discussions on the following papers during the year:

Date	Subject	Paper Written by
12.5.84	Functions and Problems of Indian Polity	Dr. J.K.P. Sinha
15.5.84	Industrialisation in Tribal Bihar	Shri L. Dayal
25.10.84	Poverty Eradication Programmes and the Primitive Tribes - A story of Asurs in Chotanagpur	Dr. K.P. Singh

Date	Subject	Paper Written by
11.11.84	Anti-poverty Programme for Santhals	Prof. N. Sinha
15.2.85	Administration of Law and Order	Mrs. Veena Sinha
10.3.85	Organisational Issues in Health Services with Special reference to Bihar	Shri U.D. Choubey
25.3.85	Public Distribution System	Mrs. Nutan Sinha

The branch has taken up the research project on the 'Problems of Paharia Tribes in Bihar'.

#### SIROHI

Chairman	Smt. Meenakshi Hooja, Collector, Sirohi.
Hony. Secretary	Shri M.D. Purohit, C/o District Library, Sirohi.
Membership	Ordinary 9; Life 7

The branch has constituted a Standing Sub-Committee which meets once a month to discuss the programmes and assess the progress and report its findings to the Chairman.

The branch organised discussions on the topics of current importance during the year.

#### TIRUCHIRAPALLI

Chairman	Shri V. Viswanathan District Collector, Tiruchirapalli
Hony. Secretary	Shri K.M. Ramanujam Joint Director of Agriculture, Tiruchirapalli
Membership	Ordinary 39; Life 3

The branch was inaugurated on Oct. 5, 1984. The branch organised a Seminar

on "The Case for an Academy for Legislators" on December 10, 1984. The Seminar was presided over by Shri V. Karthikeyan, IAS (Retd.), Chairman, IIPA Tamil Nadu Regional Branch. The branch also arranged special meeting-lecture on "Counselling in Administration" by Dr. B.J. Prashantham, Director of Counselling Psychology, Vellore on December 26, 1984.

#### VALLABH VIDYANAGAR

Chairman	Shri H.M. Patel Savita Bungalow, Bakrol Road, Vallabh Vidyanagar
Hony. Secretary	Dr. Mahesh Pathak, Agro-Economic Research Centre, Sardar Patel University, Vallabh Vidyanagar
Membership	Ordinary 7; Life 8; Corporate 4

Under the joint auspices of the local branch and the Department of Economics, the following lectures were arranged:

Subject	Speaker
New Initiatives in Management of Public Agencies in Gujarat	Shri V.R.S. Cowlagi, Secretary, Planning, Government of Gujarat
Challenges of the Twenty-First Century	Prof. D.N. Pathak, former Vice-Chancellor, Saurashtra University

The branch has finalised the report of the research project on 'Role of Private Initiative in Education and Industry in Rural Area: A Case study of Vallabh Vidyanagar' and is making arrangements for its publication.

#### VELLORE

Chairman	Shri E.S. Daniel Gunamidhi, Collector, North Arcot
Hony. Secretary	Shri T.V. Singaravelu, Special Officer, N.A. Market Committee, Vellore
Membership	Ordinary 43; Life 2

A Seminar on 'Anti-Poverty Programme' was conducted on August 11, 1984. Shri V. Karthikeyan, Chairman, IIPA Tamil Nadu Regional Branch, presided.

A meeting was arranged on September 29, 1984. Dr. B.J. Prasantham, Director of Christian Counselling Centre, Vellore, delivered a talk on 'Human Relationship'.

#### WARANGAL

Chairman	Prof. V. Bhaskara Rao, Department of Public Administration, Kakatiya University, Warangal
----------	---

Hony. Secretary	Dr. Ch. Bala Ramulu, Department of Public Administration, Kakatiya University, Warangal
-----------------	---

Membership	Ordinary 16; Life 63; Corporate 2
------------	-----------------------------------

Prof. Ramesh K. Arora addressed the members of the branch on August 16, 1984 on 'Leadership in Public Bureaucracy'.

Prof. V. Bhaskara Rao, Chairman of the branch, presided over the meeting.

The branch organised a lecture meeting on December 5, 1984, in which Prof. Douglas Verney of Department of Political Science, York University, Toronto (Canada) delivered a lecture on 'Is Parliamentary Government compatible with Federalism? - The Experience of Canada and India'. Prof. V. Bhaskara Rao presided.

The branch also organised a lecture meeting on December 21, 1984. Prof. M. Kistaiah, former Chairman of the branch, who visited Hungary during September-October, 1984, under cultural exchange programme, spoke on 'Rural Development in Hungary'. Prof. V. Bhaskara Rao presided.

The branch organised a symposium on 'Eighth Lok Sabha Election' on January 24, 1985. Prof. V. Bhaskara Rao presided.

Other local branches are: Ajmer, Beawar, Belgaum, Baroda, Calicut, Dharwar, Kolhapur, Manipur-Imphal, Mysore, Nagpur, Patiala, Ranchi, Solapur, Shillong, Trichy, Udaipur, Ujjain, and Villupuram. No reports regarding their activities were received.

## ANNEXURE VI

**TENTH ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION****(Contents of the Programme)****Course Outline**

<b>Stream</b>	<b>Subject/Topic</b>	<b>Faculty-in-Charge</b>
I. Sociology	Sociology and Indian Issues	Prof. A.P. Barnabas
II. Political Science	Political Science and Indian Political System	Prof. S.R. Maheshwari
III. Economics	(i) Micro Economics (ii) Macro Economics and Planning Techniques (iii) Development Economics	Dr. K.L. Chawla Prof. Kamta Prasad Prof. M.J.K. Thavaraj
IV. Planning and Development	(i) Planning Systems in Different Countries (ii) Indian Planning and Development (iii) Rural Development including Agricultural Development (iv) Industrial Development (v) Urban Development (vi) Management of Environment	Smt. S. Saroja Prof. K.N. Kabra Dr. R.K. Tiwari Prof. S.K. Goyal Shri D.D. Malhotra Shri Shekhar Singh
V. Administrative Theories and Administrative System	(i) Theories of Administrative System (ii) Indian Administrative System including District Administration (iii) Organisation Behaviour (iv) Personnel Management	Prof. S.N. Sadashivan Prof. Kuldeep Mathur Dr. Jaideep Singh Prof. S.P. Verma

VI. Policy Sciences	Policy and Analysis of Specific Indian Policies, Seminars, Special Lectures	Prof. S.N. Sadasivan
VII. Finance	Financial Management	Prof. K.L. Handa
VIII. Research Methodology and its Application	(i) Survey Research Methods (ii) Statistical Methods (iii) Case Method and Case Studies (iv) Village Study	Prof. Kuldeep Mathur Prof. Kanti Swarup Dr. Jaideep Singh
IX. Quantitative Techniques	(i) Quantitative Methods (ii) Computers in Administration (iii) Project Management - Network Analysis (iv) Management Information System	Prof. Kanti Swarup Shri R.K. Sachdeva Shri M. Thyagarajan/ V.J. Chandrasekaran Shri J.C. Kapur
X.	Seminars based on experiences of the participants belonging to different services.	

## ANNEXURE VII

**TITLES OF THE DISSERTATIONS SUBMITTED BY THE PARTICIPANTS OF THE  
TENTH ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION**

Sl.No.	Participant	Dissertation
1.	Shri V.K. Aggarwal	FERA - Foreign Equity Dilution - Implementation and Impact
2.	Shri Ananda Shankar	The Growth of Revenue System in Kanpur (1801-1857)
3.	Shri K. Arya	Structure and Functioning of Delhi State Industrial Development Corporation Ltd.
4.	Shri Bahadur Singh	Role of Media in Family Welfare Programme
5.	Shri V. Balaguru	Growth of Postal Services in Indian Villages
6.	Shri N.D. Dayal	The Role of Staff Inspection Unit in Administration
7.	Shri K.P. Gupta	Scientific Approach to Demand Forecasting in Jute Industry
8.	Shri Joginder Singh	Law and the Indian Police: A Critical Review
9.	Shri Ravi Kathpalia	Departmentalisation of Accounts and Integrated Financial Management in Government of India
10.	Shri A.K. Mago	Energy Conservation Policy in India
11.	Smt. Shobha Majumdar	Tax Evasion Issues and Remedies with reference to Taxation of Income in India
12.	Shri P.D. Malaviya	Restructuring Civil Police
13.	Shri Mam Chand	Purchase Management in Directorate General of Supplies and Disposals

Sl.No.	Participant	Dissertation
14.	Shri S.M. Mathur	Organisation and Working of the Food Corporation of India with special reference to Vigilance and Security Management
15.	Shri R.S. Moosahary	The Kacharis of the Brahmaputra Valley: A Descriptive Analysis
16.	Shri H.C. Parekh	Structure and Functions of Rajasthan Public Service Commission
17.	Smt. Omata Paul	Multinationals and the Transfer of Skills
18.	Shri R.R. Pillai	Land Management Problems with reference to Cantonments
19.	Shri T.V. Sairam	Role of Customs and Union Excise Duties in Forest Development in India
20.	Shri Pritiman Sarkar	Industrial Relations in the Indian Coal Industry (1960-83)
21.	Shri E. Saroj	Fiscal Incentives to Non-Resident Indians for Investment in India
22.	Shri N.C. Satyawadi	Project Appraisal on Railways with Focus on Risk Analysis
23.	Shri S. Seethepalli	Some Problems of Pricing of Fertilizers in India
24.	Shri Shailendra Kumar	Evasion of Central Excise Duties and Measures to Check it.
25.	Shri N.K. Sharma	Inventory Management and Computerisation on Indian Railways
26.	Shri G.S. Shukla	Soyabean in Oilseeds Economy of Madhya Pradesh

Sl.No.	Participant	Dissertation
27.	Smt. Mala Srivastava	Women and Social Development
28.	Shri K. Subramanian	Urban Pollution: A Case Study With Special Reference to Madras
29.	Shri P.N. Uppal	Development of Telecommunications Services in Rural Areas (A Study)

**TRAINING**

Sr. No.	Name of the Course	No. of Participants
------------	--------------------	------------------------

**MANAGEMENT DEVELOPMENT PROGRAMME - I**

(Sponsored by the Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India)

**A. MANAGEMENT ORIENTATION PROGRAMMES**

1. Sixth Course on Computers in Government	33
2. Twentyfirst Course on Budgeting and Financial Control	26
3. Seventh Course in Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	23
4. Fourteenth Course on Introduction to Operations Research	16
5. Eighth Course on Personnel Management	19
6. Fourth Course on Inventory Management and Control	36
7. Twentyeighth Course on Administrative Leadership and Behaviour	26
8. First Course on Multi Level Planning (with emphasis on District Planning)	17

VIII

**PROGRAMMES**

Duration	Course Director	Training Associate
July 30- August 10, 1984	Shri R.K. Sachdeva	Shri N.C. Ganguli (Joint Course Director)
August 21 - September 1, 1984	Prof. K.L. Handa	Ms. Sujata Singh (Associate Course Director)
September 24-29, 1984	Shri D.D. Malhotra	
November 5-17, 1984	Shri R.K. Sachdeva	Shri N.C. Ganguli (Joint Course Director)
November 5-17, 1984	Prof. S.P. Verma and Dr. O.P. Minocha	
November 26- December 1, 1984	Prof. Kanti Swarup	Shri Rakesh Gupta (Associate Course Director)
December 3-15, 1984	Dr. R.B. Puri	
December 3-15, 1984	Prof. M.J.K. Thavaraj	

**TRAINING**

<b>Sl. No.</b>	<b>Name of the Course</b>	<b>No. of Participants</b>
9.	First Course on Managerial Finance	31
10.	Eighth Course on Management Information System	29
11.	Twenty-second Course on Budgeting and Financial Control	20
12.	First Course on Perspectives in Administrative Management	28
13.	Seventh Course on Computers in Government	38
14.	Fifth Course on Management By Objectives	27
<b>B. SPECIAL PROGRAMMES</b>		
1.	Fifth Training Programme on Financial Management for Officers of the Integrated Finance Division of the Ministries/ Departments of the Government of India and state governments	29
2.	Fifth Executive Development Programme for Group 'A' Officers of Central Government	29
3.	Ninth Management Development Programme for Empanelled Deputy Secretaries of Central Secretariat Service	21
4.	Third Course on Planning for Rural Development	22
5.	Course on Project Formulation - Power for senior and middle level executives of M.P. Electricity Board at Jabalpur	29

## PROGRAMMES

Duration	Course Director	Training Associate
December 17-29, 1984	Dr. K.L. Chawla	
January 7-18, 1985	Shri J.C. Kapur	
January 7-19, 1985	Prof. K.L. Handa	Miss Sujata Singh (Associate Course Director)
January 28- February 2, 1985	Prof. S.P. Verma and Prof. Kuldeep Mathur	
February 29- March 8, 1985	Shri R.K. Sachdeva	
March 4-8, 1985	Prof. Ram Prakash	
April 18-28, 1984	Prof. K.L. Handa	
August 6- September 15, 1984	Prof. Kanti Swarup	Shri Rakesh Gupta (Associate Programme Director)
September 3-27, 1984	Prof. S.N. Sadashivan	Dr. B.M. Verma (Associate Programme Director)
December 31, 1984- January 11, 1985	Prof. Kamta Prasad and Shri M.L. Sudan	
January 2-19, 1985	Shri M. Thyagarajan	

**TRAINING**

S1. No.	Name of the Course	No. of Participants
------------	--------------------	------------------------

**MANAGEMENT DEVELOPMENT PROGRAMMES - II**  
**(Organised by the Institute on its own)**

**A. FEE-BASED PROGRAMMES**

1.	Sixth Course on Management Accounting	35
2.	Tenth Course on Finance for Non-Finance Executives	12
3.	First Course on Maintenance Management	25
4.	Second Course on Quantitative Methods for Management Decisions	10
5.	Second Course on Integrated Approach to Budgeting	20
6.	Third Course on Economic Analysis for Public Sector Management	10
7.	Fifth Course on Urban Project Appraisal	27
8.	First Course on Management Audit for Local Self Government	16
9.	Sixth Course on Training of Trainers	19
10.	First Course on Management Training for Motivation	18
11.	Third All India Seminar on Effectiveness of Project Management under Indian Conditions - Problems and Prospects at Panjim (Goa)	25
12.	Ninth Course on New Dimensions in the Management of Human Resources	28

## PROGRAMMES

Duration	Course Director	Training Associate
July 16-21, 1984	Smt. S. Saroja	
July 23-28, 1984	Prof. M.J.K. Thavaraj	
August 7-10, 1984	Shri V.J. Chandrasekaran	
August 22-31, 1984	Shri N.C. Ganguli	
September 20-29, 1984	Prof. M.J.K. Thavaraj	
September 11-20, 1984	Shri Anil C. Ittyerah	
September 24-29, 1984	Dr. K.S.R.N. Sarma	Shri Rakesh Gupta (Associate Course Director)
November 22- December 1, 1984	Smt. S. Saroja	
December 10-15, 1984	Prof. Kuldeep Mathur	
December 31, 1984- January 5, 1985	Dr. B.R. Sharma	Shri Imtiaz Ahmad
January 29- February 8, 1985	Shri M. Thyagarajan	
February 11-16, 1985	Dr. Jaideep Singh	

**TRAINING**

Sl. No.	Name of the Course	No. of Participants
13.	Ninth Advanced Course on Materials Planning	8
14.	Eleventh Course on Valuation and Assessment of Property Taxes	11
15.	First Course on Marketing Management in Agriculture Sector	13

**SPONSORED PROGRAMMES**

(Conducted at the request of other Organisations)

1.	Workshops for Rural Artisans at Village Shakumara Devi Dist. Saharanpur, UP.	51
2.	Workshop on Managerial Behaviour for Irrigation Systems	14
3.	First Workshop on People's Participation in Environmental Management	42
4.	Third Course on Development Through Participation	25
5.	Special Course on Project Management and Administrative Leadership	21
6.	Course on Computer-based Management Information Systems for the Officers of the Indian Civil Accounts Service and Indian Audit and Accounts Service	30
7.	International Workshop on Human Ecology, Social Development and Community Participation	54

## PROGRAMMES

Duration	Course Director	Training Associate
February 18-23, 1985	Prof. Kanti Swarup	
February 19-28, 1985	Prof. A. Datta and Shri G. Jha	
March 19-28, 1985	Dr. J.N. Upadhayay	
April 16-17, 1984	Shri Shekhar Singh	
April 16-21, 1984	Director Dr. P.R. Dubhashi (Workshop Director) Prof. Ram Prakash (Workshop Coordinator)	Shri N.C. Ganguli (General Rapporteur)
April 26-May 2, 1984	Shri Shekhar Singh	
May 17-26, 1984	Dr. S.N. Mishra	
October 29- November 7, 1984	Dr. R.B. Puri and Shri M. Thyagarajan	
November 26, 1984- January 19, 1985	Shri R.K. Sachdeva	Shri B.M. Gupta (Joint Course Director)
January 28- February 2, 1985	Shri Shekhar Singh	

**TRAINING**

Sl. No.	Name of the Course	No. of Participants
------------	--------------------	------------------------

**CENTRE FOR URBAN STUDIES**

1.	Twelfth Course on Management of Municipal Personnel	9
2.	Third Course on Housing the Urban Poor	11
3.	Ninth Course on Urban Water Supply Management	14
4.	First Course on Voluntary Organisation and Urban Development	3
5.	Fifth Course on Management of Integrated Development of Small and Medium Towns	15
6.	Second Course on Municipal Budgeting and Financial Control	7
7.	First Course on Financing of the Integrated Development of Small and Medium Towns	13
8.	Third Course on Management of Urban Transport	8
9.	First Course on Solid Wastes Management and Environmental Cleanliness	18

**PROGRAMMES**

Duration	Course Director	Training Associate
May 1-10, 1984	Shri Raj Nandy	
July 9-21, 1984	Shri D.D. Malhotra	
August 22-31, 1984	Dr. K.S.R.N. Sarma	
October 15-20, 1984	Shri M.K. Narain	
October 29- November 9, 1984	Shri Raj Nandy	
November 12-21, 1984	Prof. A. Datta	
January 2-8, 1985	Shri G. Jha	
January 21-25, 1985	Prof. Girish K. Misra	
February 6-13, 1985	Shri Rakesh Gupta	

## ANNEXURE IX

**ACADEMIC DIVISIONS**  
**(As on March 31, 1985)**

**I. Behavioural Studies and Personnel Management Division**

1. Mrs. Lipi Mukhopadhyay	Lecturer
2. Dr. S.R. Maheshwari	Professor
3. Shri D.D. Malhotra	Reader
4. Dr. Kuldeep Mathur	Professor
5. Dr. O.P. Minocha	Reader
6. Shri Raj Kumar Nandy	Lecturer
7. Dr. R.B. Puri	Reader
8. Dr. B.R. Sharma	Lecturer
9. Dr. Jaideep Singh	Reader
10. Miss Sujata Singh	Lecturer
11. Dr. S.P. Verma	Professor
12. Dr. S.N. Sadasivan	Professor-Coordinator

**II. Criminal Justice Administration Division**

1. Dr. K.S. Shukla	Professor
2. Dr. B.R. Sharma	Lecturer

**III. Financial Management Division**

1. Dr. K.L. Chawla	Senior Management Analyst
2. Dr. K.L. Handa	Professor
3. Shri G. Jha	Lecturer
4. Smt. M. Lakshmiswaranam	Lecturer
5. Smt. S. Saroja	Reader
6. Dr. K.S.R.N. Sarma	Reader
7. Dr. M.J.K. Thavaraj	Professor
8. Shri M. Thyagarajan	Consultant
9. Shri N.C. Ganguli	Lecturer-Coordinator

#### **IV. Management Systems Division**

1. Shri V.J. Chandrasekaran	Senior Management Analyst
2. Shri J.C. Kapur	Senior Management Analyst
3. Dr. Kanti Swarup	Professor
4. Dr. Ram Prakash	Professor
5. Shri M. Thyagarajan	Consultant
6. Shri R.K. Sachdeva	Senior Management Analyst - Coordinator

#### **V. Public Enterprises Division**

1. Shri V.J. Chandrasekaran	Senior Management Analyst
2. Dr. K.L. Chawla	Senior Management Analyst
3. Shri N.C. Ganguli	Lecturer
4. Shri Rakesh Gupta	Lecturer
5. Shri Anil C. Ittyerah	Lecturer
6. Dr. K.N. Kabra	Professor
7. Shri J.C. Kapur	Senior Management Analyst
8. Shri R.K. Sachdeva	Senior Management Analyst
9. Dr. O.P. Minocha	Reader-Coordinator

#### **VI. Public Policy and Planning Division**

1. Shri A. Datta	Professor
2. Dr. S.K. Goyal	Professor
3. Shri Anil C. Ittyerah	Lecturer
4. Dr. Kamta Prasad	Professor
5. Dr. Jaideep Singh	Reader
6. Shri Shekhar Singh	Lecturer
7. Shri M.L. Sudan	Reader
8. Dr. R.K. Tiwari	Reader
9. Dr. S.P. Verma	Professor
10. Dr. K.N. Kabra	Professor-Coordinator

#### **VII. Social Welfare Administration and Social Administration Division**

1. Dr. A.P. Barnabas	Professor
2. Dr. (Mrs.) Shanta Kohli Chandra	Lecturer

3. Mrs.Lipi Mukhopadhyay	Lecturer
4. Dr. S.N. Mishra	Reader
5. Shri M.K. Narain	Lecturer
6. Dr. S.N. Sadashivan	Professor
7.*Miss Sarla B. Rao	Lecturer
8. Dr. J.N. Upadhyay	Lecturer
9. Dr. B.M. Verma	Lecturer-Coordinator

### VIII. Centre for Rural Development Administration

1. Dr.(Mrs.) Shanta Kohli Chandra	Lecturer
2. Smt. M. Lakshmiswaramma	Lecturer
3. Dr. S.R. Maheshwari	Professor
4. Dr. Kuldeep Mathur	Professor
5. Dr. S.N. Mishra	Reader
6. Dr. G.K. Mishra	Professor
7. Dr. Kamta Prasad	Professor
8.*Miss Sarala B. Rao	Lecturer
9. Smt. S. Saroja	Reader
10. Shri Shekhar Singh	Lecturer
11. Miss Sujata Singh	Lecturer
12. Dr. Kanti Swarup	Professor
13. Dr. R.K. Tiwari	Reader
14. Dr. B.M. Verma	Lecturer
15. Shri M.L. Sudan	Reader-Coordinator

### IX. Centre for Urban Studies

1. Shri A. Datta	Professor
2. Shri Rakesh Gupta	Lecturer
3. Shri G. Jha	Lecturer
4. Shri D.D. Malhotra	Reader
5. Prof. Girish K. Mishra	Professor
6. Shri M.K. Narain	Lecturer
7. Dr. K.S.R.N. Sarma	Reader
8. Shri Raj Kumar Nandy	Lecturer-Coordinator

\*On extra-ordinary leave.

**X. Environmental Studies Division**

Shri Anil C. Ittyerah	Lecturer
Shri Shekhar Singh	Lecturer-Coordinator

**XI. Corporate Studies Group**

Programme Director: Prof. S.K. Goyal

**Research Staff**

Shri Kamal A. Mitra Chenoy	Lecturer
Shri K.S. Chalapati Rao	Lecturer
Shri B.M. Gupta	Lecturer
Shri B. Dhar	Lecturer
Shri M.G.S. Yadav	Lecturer
Shri M.R. Murthy	Research Associate
Shri K.V.K. Ranganathan	Research Associate
Shri D.N. Sharma	Research Associate

## ANNEXURE X

**FACULTY AND OTHER SENIOR STAFF**  
**(As on 31st March, 1985)**

Director  
Dr.P.R.Dubhashi

**PROFESSORS**

Prof. A.P. Barnabas	Professor of Sociology and Administration
Prof. A. Datta	Professor of Urban Administration and Development and Municipal Finance
Prof. S.K. Goyal	Professor of Economic Administration
Prof. K.L. Handa	Professor of Financial Management
Prof. K.N. Kabra	Professor of Economics
Prof. S.R. Maheshwari	Professor of Political Science and Public Administration
Prof. Kuldeep Mathur	Professor of Behavioural Sciences
Prof. G.K. Misra	Professor of Urban Studies
Prof. Ram Prakash	Professor (Management Techniques)
Prof. Kamta Prasad	Professor of Economics and Rural Development
Prof. S.N. Sadashivan	Professor of Public Administration
Prof. K.S. Shukla	Professor of Criminal Justice Administration
Prof. Kanti Swarup	Professor of Operations Research
Prof. M.J.K. Thavaraj	Professor of Financial Administration
Prof. S.P.Verma	Professor of Behavioural Sciences
Shri M. Thyagarajan	Programme Consultant (Project Planning and Control)

**READERS**

Shri D.D. Malhotra	Reader in Urban Management
Dr. O.P. Minocha	Reader in Public Administration
Dr. S.N. Mishra	Reader in Rural Studies
Dr. R.B. Puri	Reader in Organisational Behaviour and Inter-Personnel Relations
Dr. K.S.R.N. Sarma	Reader in Urban Finance
Mrs. S. Saroja	Reader in Financial Management

Dr. Jaideep Singh	Reader in Behavioural Sciences
Shri M.L. Sudan	Reader in Economics
Dr. R.K. Tiwari	Reader in Public Policies and Rural Studies

#### SENIOR MANAGEMENT ANALYSTS

Shri V.J. Chandrasekaran  
 Dr. K.L. Chawla  
 Shri J.C. Kapur  
 Shri R.K. Sachdeva

#### LECTURERS

Dr.(Mrs.) Shanta Kohli Chandra  
 Mrs. Lipi Mukhopadhyay  
 Shri Anil C. Ittyerah  
 Shri N.C. Ganguli  
 Shri Rakesh Gupta  
 Shri Gangadhar Jha  
 Mrs. M. Lakshmiswaramma  
 Shri Raj Kumar Nandy  
 Shri M.K. Narain  
 Miss Sarala B. Rao (on extra ordinary leave)  
 Dr. B.R. Sharma  
 Shri Shekhar Singh  
 Miss Sujata Singh  
 Dr. J.N. Upadhyay  
 Dr. B.M. Verma

#### SENIOR LIBRARY STAFF

1. Shri Mohinder Singh, Librarian
2. Shri K.P. Phatak, Dy. Librarian
3. Mrs. S. Bakshi, Sr. Asstt. Librarian
4. Shri M.P. Nayar, Sr. Asstt. Librarian
5. Shri A.K. Joshi, Sr. Asstt. Librarian
6. Shri Devendra Kumar, Sr. Asstt. Librarian

#### SENIOR EDITORIAL AND PUBLICATIONS STAFF

1. Shri M.K. Gaur, Asst. Editor
2. Shri Om Anand, Publications Officer

## SENIOR ADMINISTRATIVE STAFF

1. Shri Brij Bhushan, Registrar
2. Shri V. Ramakrishna, Deputy Registrar (Training)
3. Shri S.K. Kohli, Deputy Registrar (Administration)
4. Shri A.S. Nagar, Assistant Registrar (Accounts)
5. Shri B.B. Malhotra, P.S. to Director
6. Shri Hari Satya Paul, Assistant Registrar (Training)
7. Shri P.K. Sharma, Supdt. (Administration)
8. Shri S.K. Katyal, Supdt. (Accounts)
9. Shri U.S. Rawat, Supdt. (Membership)
10. Shri K.R. Nair, Supdt. (Maintenance)
11. Shri G.S. Patial, Supdt. (Training)
12. Shri R.K. Kaushik, Supdt. (Hostel)

AUDITORS REPORT TO THE MEMBERS OF  
THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION, NEW DELHI

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1985 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our Audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view.

- (i) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March, 1985, and
- (ii) In case of the Income and Expenditure Account, of the excess of Income over expenditure for the year ended on that date.

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

19th August, 1985

## THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

As at 31st  
March, 1984

## LIABILITIES

## FUNDS

96,64,105	As per Schedule 'A' attached	1,45,79,599.79
-----------	------------------------------	----------------

## GRANTS

4,71,438	As per Schedule 'B' attached	
	Balance for Utilisation	6,30,896.06

## DEPOSITS

	Security Deposit (Including Deposits from contractors)	1,03,037.77
81,145	Less. Investment Received as Security	5,000.00
		98,037.77

## LIABILITIES &amp; PROVISIONS

15,02,727	As per Schedule 'C' attached	16,21,336.18
-----------	------------------------------	--------------

	Excess of Income over expenditure	
	Excess of Income over Expenditure for the year as per account annexed	5,69,363.65
	Less excess of Expenditure over Income as per last Account	1,67,878.75
		4,01,484.90

	Add: Depreciation on fixed assets charged in previous years now written back	46,18,776.32
	Less: Transfer to Capital fund to match cost of Assets	50,20,261.22
		37,97,036.97
		12,23,224.25

1,17,19,415	GRAND TOTAL.	1,81,53,094.05
-------------	--------------	----------------

As per our Report of even date.  
Examined and found correct.

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

S.B. CHAVAN  
Chairman

XI

## ADMINISTRATION, NEW DELHI

31st March, 1985

(Figures in Rupees)

As at 31st  
March 1984                    ASSETS

**FIXED ASSETS**

	As per Schedule 'D' attached	
	Gross Block at Cost	94,60,635.68

42,62,632	Less: Depreciation written off upto date	-
-----------	---	---

**CURRENT ASSETS, LOANS & ADVANCES**

32,09,550	As per Schedule 'E' attached	37,07,800.00
-----------	------------------------------	--------------

**INVESTMENT OF FUNDS**

34,54,392	As per Schedule 'F' attached	44,32,791.64
-----------	------------------------------	--------------

**GRANTS/FEE'S RECOVERABLE**

6,24,962	As per Schedule 'B' attached	5,51,866.73
----------	------------------------------	-------------

**EXCESS OF EXPENDITURE OVER INCOME**

1,17,19,415	<b>GRAND TOTAL</b>	1,81,53,094.05
-------------	--------------------	----------------

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hon. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## Schedule 'A': Reserves and Funds as at 31st March, 1985

(Figures in Rupees)

As at 31st  
March, 1984

	<b>LIFE MEMBERSHIP CAPITAL FUND</b>		
7,95,585	As per last account	7,955,84.75	
	Add: Recd. during the year	<u>87,760.00</u>	8,83,344.75
	Corporate Membership Capital Fund		12,000.00
	<b>ASSETS FUND</b>		
51,12,445	As per last account	51,12,444.92	
	Add: Cost of assets purchased (net) during the year	<u>5,79,227.50</u>	
	Add: Transfer from accumulation surplus to match cost of assets purchased in earlier years	<u>37,68,963.26</u>	
			94,60,635.68
	<b>STAFF BENEVOLENT FUND</b>		
10,814	As per last account	10,814.49	
	Add: Recd. during the year	<u>3,121.23</u>	13,935.72
	<b>GRATUITY RESERVE FUND</b>		
	As per last account	12,01,128.63	
	Add: Amount provided for during the year		
	For IIPA Staff	1,50,000.00	
	Add: Interest recd./accrued	<u>1,15,780.27</u>	
		14,66,908.90	
12,01,129	Less: Paid during the year	<u>23,175.00</u>	14,43,733.90
	<b>ANNUAL SCHOOL PRIZE FUND</b>		
	As per last account	14,515.95	
	Add: Interest recd./accrued	<u>1,538.08</u>	
		16,054.03	
14,516	Less: Amount paid as prizes	<u>750.00</u>	15,304.03
-	Shri P.R. Dubhashi Prize Fund		3,411.47
	<b>RESEARCH REVOLVING FUND</b>		
5,19,046	As per last account	5,19,046.46	
	Add: Interest recd./accrued	<u>38,248.87</u>	
		5,57,295.33	
	Less Transferred to revenue a/c for expenditure on Studies	<u>12,122.09</u>	5,45,173.24
76,53,535	Total Carried forward		1,23,77,538.79

(Figures in Rupees)

As at 31st  
March, 1984

76,53,535	Brought Forward	1,23,77,538.79
<b>BUILDING RESERVE FUND</b>		
2,46,663	As per last account	2,46,662.56
	Less Transferred to revenue Account	<u>2,46,662.56</u>
		-
<b>F.F. IV FUND (INTEREST)</b>		
	As per last account	82,817.10
	Add Interest received/ adjusted	46,416.04
		-----
		1,29,233.14
82,817	Less: Expenditure incurred during the year	<u>3,043.21</u> 1,26,189.93
<b>RESEARCH ENDOWMENT FUND</b>		
	As per last account	16,55,872.61
	Add: Contribution during the year	2,20,000.00
	Add: Interest recd./accrued	<u>1,81,461.34</u>
		<u>20,57,333.95</u>
	Less: Transfd. to Income & Expenditure a/c for Publications	50,000.00
	Annual Endowment Lecture Expenses	<u>6,588.85</u> <u>56,588.85</u> 20,00,745.10
<b>EMPLOYEE'S GROUP INSURANCE SCHEME</b>		
16,548	As per last account	16,547.53
	Add: Additions during the year	<u>21,486.35</u>
	including interest	38,033.88
<b>CORPORATE STUDIES GROUP REVOLVING FUND</b>		
	Sale of CSG Publications	16,601.85
	Micro Processor Accounts (Net)	21,496.04
8,670	Plain Paper Copier Accounts (Net)	(-) 1,005.80
		-----
96,64,106	TOTAL	1,45,79,599.79
<hr/>		

THAKUR, VAIDYANATH AIYAR & CO.      P.R. DUBHASHI      G.C.L. JONEJA  
Chartered Accountants      Director & Member-Secretary      Hony Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## Schedule 'B': Details of Grants Received and

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
Grant from Ministry of Works & Housing, New Delhi		
(i) Centre for Urban Studies	575.11	6,70,000.00 (Grant) 78,116.78 (Internal receipts)
(ii) Seminar on Financing Urban Development in India	--	22,000.00
(iii) Two case studies on IDSMT in Trichur and Ganganagar	53,197.98	-
(iv) IIInd course on IDSMT	3,560.92	-
(v) 1st course on Financing of IDSMT	--	10,000.00
(vi) Fourth course on IDSMT	3,899.72	-
(vii) Fifth Course on IDSMT	-	10,000.00
(viii) Publication of Proceedings of Seminar on IDSMT	438.87	-
(ix) Publication of Proceedings of Seminar on Urban Development	-	15,000.00
(x) Research Project on Municipal Personnel Administration	16,331.40	-
(xi) Books for CUS Library	-	10,000.00
Grant from ICSSR New Delhi for:		
(i) Study of Nationalisation in Non-Agricultural Sector of Indian Economy since 1947.	(-)4,188.38	-
(ii) Workshop on Rural Artisans at Saharanpur	-	5,000.00
(iii) Project on Implementation of Integrated Rural Development Administration - A Case Study on Bihar	2,035.12	--

## ADMINISTRATION, NEW DELHI

## Expenditure Incurred for the Year Ending 31st March, 1985

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
7,48,691.89	7,47,636.35	--	7,47,636.35	1,055.54
22,000.00	20,843.99	--	20,843.99	1,156.01
53,197.98	58,391.58	(-)5,193.60	53,197.98	--
3,560.92	3,560.92	--	3,560.92	--
10,000.00	5,924.31	--	5,924.31	4,075.69
3,899.72	3,899.72	--	3,899.72	--
10,000.00	5,750.37	--	5,750.37	4,249.63
438.87	438.87	--	438.87	--
15,000.00	--	--	--	15,000.00
16,331.40	16,331.40	--	16,331.40	--
10,000.00	--	--	--	10,000.00
(-)4,188.38	1,859.99	--	1,859.99	(-)6,048.37
5,000.00	6,161.33	--	6,161.33	(-)1,161.33
2,035.12	--	--	--	2,035.12

(Continued)

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
(iv) Research Project-Social Welfare and its Admn. in Indian Setting	4,327.75	--
(v) Research Project: Impact of Multi-national Corporations on India's Position in International Division of Labour	(-)7,405.20	1,61,052.00
(vi) Project on compilation of a select bibliography on State Govt. Publications.	(-)3,612.91	3,612.91
(vii) Research Project-Establishment of Data on Information system for Foreign Private Capital in India	(-)33,029.24	30,500.00
(viii) Research Project-Political Dimensions of Multinational Corporations in India	(-)23,042.01	--
(ix) Research Project - Regulatory Administration of Foreign Private Corporate Sector in India	(-)3,023.41	1,00,000.00
(x) Res. Project on Interdependence of Goods & Services in a Dev. Economy.	6,009.80	--
(xi) Research Project on Small Farmers Development & Rural Unrest	(-)11,364.26	28,800.00
(xii) Research Project Pattern of Guilded Crimes - An Analysis of offences beyond the reach of law	--	12,138.00
(xiii) Research Project - Foreign Private Capital in India - 2nd Phase	(-)2,639.37	--
(xiv) Fellowship to Sh. B.R. Nanda	7681.34	--
(xv) Fellowship to Sh. J.D. Sethi	(-)19039.08	--
(xvi) Fellowship to Miss Jyoti Verma	4129.03	--
(xvii) Fellowship to Miss shanta Kohli Chandra	(-)145.00	145.00

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
4,327.75	4,327.75	--	4,327.75	--
1,53,646.80	1,10,366.34	1,797.92	1,12,164.26	41,482.54
--	--	--	--	--
(-)2,529.24	--	--	--	(-)2,529.24
(-)23,042.01	13.57	--	13.57	(-)23,055.58
96,976.59	1,52,214.21	927.65	1,53,141.86	(-)56,165.27
6,009.80	--	--	--	6,009.80
17,435.74	15,886.56	(-)1815.50	14,071.06	3,364.68
12,138.00	3,272.11	400.00	3,672.11	8,465.89
(-)2,639.37	--	--	--	(-)2,639.37
7,681.34	7,681.34	--	7,681.34	--
(-)19,039.08	--	--	--	(-)19,039.08
4,129.03	4,129.03	--	4,129.03	--
--	--	--	--	--

(Continued)

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
xviii) Fellowship to Shri Niranjan Dey	(-)2200.00	13950.00
(xix) Study on Evaluation of Integrated Rural Development in Union Territory of Delhi	8648.38	2000.00
<b>Grant from Ministry of Rural Development</b>		
(i) Research Project - Planning Process for Rural Development at Block & District Level	2878.35	7,935.00
(ii) Research Project - I.R.D. Programme - A Study of Adequacy and Effectiveness of Admn. Process at District and Block Level	3865.64	-
(iii) Research Project - Marketing Services under IRDP	(-)4246.64	16,947.00
(iv) Research Project - Implementation in National Rural Employment Programme	8701.60	-
(v) Research Project - Panchayati Raj, Bureaucracy & Rural Development	(-)10265.96	18,300.00
Grant from Planning Commission for Research Project - Growth & Regulation of Private Corporate Sector in India	(-)8707.61	60,000.00
Grant from Ministry of Food & Civil Supply for Research Project: Target Group Oriented Public Distribution System	29487.75	120,000.00
Grant from Ministry of Social Welfare for Research Project-Rationalisation of System of Grant in aid by the Ministry/Central Social Welfare Board	(-)217.66	--
Grant from CWPC for Bench Mark Studies of Socio-Economic Conditions of People in D.P. Areas of W.B., Haryana & J&K.	27567.75	80,000.00
Grants from Standing Conference of Public Enterprises for Project on comparative Performance of Public Sector & Large Scale Private Companies	(-)66116.67	106,000.00

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
11,750.00	11,831.28	--	11,831.28	(-)81.28
10,648.38	10,648.38	--	10,648.38	--
10,813.35	18,218.95	(-)900.00	17,318.95	(-)6,505.60
3,865.64	19,357.52	(-)2,410.00	16,947.52	(-)13,081.88
12,700.36	37,746.58	(-)3,221.50	34,525.08	(-)21,824.72
8,701.60	35,938.77	(-)157.00	35,781.77	(-)27,080.17
8,034.04	32,140.51	(-)1,330.40	30,810.11	(-)22,776.07
51,292.39	73,091.46	(-)770.72	72,320.74	(-)21,028.35
1,49,487.75	1,48,381.40	(-)4,216.75	1,44,164.65	5,323.10
(-)217.66	728.63	--	728.63	(-)946.29
1,07,567.75	1,17,515.39	(-)6,549.78	1,10,965.61	(-)3,397.86
39,883.33	80,745.77	(-)6,737.99	74,007.78	(-)34,124.45 (Continued)

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
Grant from M/Energy for study of Evolution of Energy Policy in India	21,576.76	--
Grant from CSWD for Research Project on Social Welfare Board; Administrative Set-up	--	50,000.00
Fee for 1st special Intensive Practical course on Mgt. through Network Techniques - DESU	--	--
Second Course on Management of Rural Dev.	(-)656.40	12,318.75
Grant from Deptt. of Personnel & Administrative Reforms for		
(i) Fifth EDP for Group A Officers	--	55,000.00
(ii) 9th MDP for Dy. Secretaries	--	25,702.69
(iii) Fifth Course for Officers of Integrated Finance of Ministry/ Departments	(-)30.60	18,128.92
(iv) National Seminar on Distt. Admn.	5,326.43	--
(v) For Production of Compendium on Training	--	25,000.000
(vi) For Production of Training Material	--	28,385.70
(vii) For Publication of five Volumes	(-)1,730.70	25,000.00
(viii) For Publication of proceedings of Annual Training Conference	--	10,000.00
(ix) Courses under M.O.P. during 1981-82	(-)16,235.13	16,235.13
(x) Courses under Management Orientation for expenses during 1982-83	(-)16,607.96	16,607.96
(xi) Courses under Management Orientation for expenses during 1983-84 & 1984-85	(-) 5,106.75	2,53,719.59
(xii) VIIIth Advanced Professional Programme in Public Administration	(-)1,03,835.66	1,03,835.66

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
21,576.76	--	--	--	21,576.76
50,000.00	10,801.16	169.36	10,970.52	39,029.48
--	110.45	--	110.45	(-)110.45
11,662.35	419.35	--	419.35	11,243.00
55,000.00	55,000.00	--	55,000.00	--
25,702.69	25,702.69	--	25,702.69	--
18,098.32	18,098.32	--	18,098.32	--
5,326.43	--	--	--	5,326.43
25,000.00	26,268.15	--	26,268.15	(-)1,268.15
28,385.70	606.90	--	606.90	27,778.80
23,269.30	13,735.30	--	13,735.30	9,534.00
10,000.00	10,000.00	--	10,000.00	--
--	--	--	--	--
--	--	--	--	--
2,48,612.84	2,23,983.78	(-)1,542.78	2,22,441.00	26,171.84
--	--	--	--	--

(Continued)

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
(xiii) IXth Advanced Professional Programme in Public Administration	(-)20,667.94	20,667.94
(xiv) Xth Advanced Professional Programme in Public Administration	--	3,69,333.00
(xv) Seminar on Evaluation of APPPA	1,041.76	--
(xvi) Second Special Course on Disciplinary Procedures for Vigilance for CEA	(-)957.74	18,000.00
Grant for study Tour Abroad by Participants of Vth APPPA	(-)26,177.42	--
-do- VIth APPPA	623.82	--
-do- VIIth APPPA	1,00,706.33	--
-do- VIIIth APPPA	(-)44,662.82	--
-do- IXth APPPA	(-)96,600.22	1,01,734.00
-do- Xth APPPA	--	4,84,300.00
Grant for Top level programme on effectiveness of Project Mgt. under Indian conditions for CEA	--	--
W/Shop on Managerial Behaviour for Irrigation System	(-)268.35	19,635.00
Grant for Special Training Programme on Rural Development Administration	--	25,875.00
Grant from M/Rural Dev. for Third Course on Dev. Through Participation	18,906.60	5,000.50
Fourth Course on Development Through Participation	--	--
Regional Seminar on Institutional Finance for Rural Development	4,500.00	2,856.30

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
--	--	--	--	--
3,69,333.00	4,07,095.38	--	4,07,095.38	(-)37,762.38
1,041.76	1,041.76	--	1,041.76	--
17,042.26	17,042.26	--	17,042.26	--
(-)26,177.42	--	--	--	(-)26,177.42
623.82	--	--	--	623.82
1,00,706.33	--	--	--	1,00,706.33
(-)44,662.82	--	--	--	(-)44,662.82
2,133.78	2,323.00	--	2,323.00	2,810.78
4,84,300.00	3,95,325.07	1,85,281.00	5,80,606.07	(-)96,306.07
--	516.87	--	516.87	(-)516.87
19,366.65	19,366.65	--	19,366.65	--
25,875.00	670.80	--	670.80	25,204.20
23,907.10	23,907.10	--	23,907.10	--
--	1,511.57	--	1,511.57	(-)1,511.57
7,356.30	7,356.30	--	7,356.30	--

(Continued)

Source	Balance of utilised, Recov- erable grant as on 1.4.84	Recd. ILS/ Adjustment during the year
Grant from Deptt. of Environmental for:		
(i) Seminar on India's Policy on Environment	2,456.49	--
(ii) Workshop on Devp. & Environment	42+.57	--
(iii) Second Workshop on People's Participation in Environmental Management	18,729.43	-
(iv) All India Survey of National Parks and Sanctuaries	--	15,500.00
(v) W/Shop on Human Ecology, Social Development & Community Participation	--	50,000.00
Grant from CSWB for Orientation Training Programme for field officers	--	72,000.00
Fellowship under Common-Wealth Fund for Technical Cooperation Scheme-London	1,319.37	-
Fellowship under Technical co.op. Scheme of Colombo Plan for Malaysian Participants	7,282.64	-
Fellowship to Shri Ali-Md. Quadam Al Fayed	(-)24,39.13	-
Fellowship to Sh. J.R. Saha under T.C.S. of Colombo Plan.	12,29.88	-
Grant from Town & Country Planning Organ- isation for Res. Proj.-- Unit Cost of Creating Job for Central Govt. Employees in Delhi.	5,668.03	-
Research Project-Survey of Construction Labour in Indian Metropolitan City- Kanpur	(-)4,977.66	-
Evaluation of Centrally sponsored Scheme of Bonded Labour in two Districts of Medak & Chickmangalore	(-)5,419.64	--
in India Jagoya Japan	n	-
Scholarship to Sh. M.A. Sulliman	(-)1,947.90	--

(Figures in Rupees)

Item	Amount	Pr. v. 1	Total Expenditure/Adjustments during the year	Balance of grants unutilised/receivable as on 31.3.85
2,246.24	2,198.49	--	2,296.49	--
924.57	124.57	--	924.57	--
18,729.43	18,636.26	--	18,636.26	93.17
15,510.00	16,164.76	262.00	16,426.76	(-)926.76
50,000.00	57,000.00	--	50,000.00	--
72,113.1	71,112.28	1,117.80	2,281.08	69,718.92
1,319.37	--	--	--	1,319.37
7,282.64	--	--	--	7,282.64
(-)24,379.23	--	--	--	(-)24,379.23
12,294.88	--	--	--	12,294.88
5,668.03	5,668.03	--	5,668.03	--
(-)4,977.66	--	--	--	(-)4,977.66
(-)5,419.64	11,668.89	(-)2,183.50	9,480.39	(-)14,905.03
8.40	8.40	--	8.40	--
(-)1,947.90	--	--	--	(-)1,947.90

(Continued)

Source	Balance of Un-utilised/Recov- erable grant as on 1.4.84	Receipts/ Adjustments during the year
Grant from Min. of Agriculture & Irrigation Dept. of Rural Reconstruction for District Planning Cell-DPAP (Five districts)	38,668.08	-
(i) Grant from Ford Foundation for District Planning Cell-DPAP	21,523.95	--
(ii) Grant from NABARD for Res. Project Analysis of credit linkage in IRDP	--	37,500.00
(iii) Grant for Proj. on evaluation-cum- Monitoring of TRYSEM	(-)4,017.65	--
(iv) Grant from Council of Advancement in Rural Technology for Project on Survey of Econ. Viability and Managerial Requirement of Lift Irrigation system for small and marginal farmers	--	60,490.00
(v) Grant for Concurrent Evaluation Study of TRYSEM in Rajasthan	(-)8,349.50	10,000.00
(vi) Grant for Evaluation Study of Milch Cattle Insurance	--	31,500.00
<b>Consultancy Assignments:</b>		
(i) Financial Implications for Perspective Plan for Delhi 2001 A.D.	16,469.21	--
(ii) Pilot Study of Sanjay Gandhi Thermal Stations & Tons Hydro Elec. Project, MPEB.	(-)1,532.00	--
(iii) Design of MIS for Industrial Deve. Corporation, Orissa.	(-)709.93	9,484.90
(iv) Tear Smoke Unit, Gwalior	(-)2,178.50	--
(v) Designing a computerised Financial Accounting & Control System for Govt. of Gujarat	(-)5,445.30	12,517.80

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
38,668.08	38,668.08	--	38,668.08	--
21,523.95	--	--	--	21,523.95
37,500.00	15,577.96	1,900.00	17,477.96	20,022.04
(-)4,017.65	--	--	--	(-)4,017.65
60,490.00	1,700.60	--	1,700.60	58,789.40
1,650.50	2,211.77	--	2,211.77	(-)561.27
31,500.00	33,396.22	1,122.00	34,518.22	(-)3,018.22
16,469.21	8,424.08	--	8,424.08	8,045.13
(-)1,532.00	--	--	--	(-)1,532.00
8,774.97	8,774.97	--	8,774.97	--
(-)2,178.50	868.00	--	868.00	(-)3,046.50
7,072.50	12,435.90	--	12,435.90	(-)5,363.40

(Continued)

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
(vi) Assignment for Central Board of Secondary Education	--	31,600.00
(vii) Staff Strength Railway Board	(-)415.95	--
(viii) Pariyar Vagai Project-Madurai	(-)2,416.80	6,959.60
(ix) Pilot study-Bargi Irrigation Project	(-)461.50	--
(x) Amount Reimbursable by Municipal Corpn. Indore	(-)1,260.00	1,260.00
(xi) Amount Reimbursable by Planning Commission towards T.A.	(-)3,759.50	--
(xii) Status Paper on the Apparatus pertaining to Rural Development (P.C.)	(-)3,023.06	5,000.00
(xiii) Reorganisation of Dte of Resettlement M/Defence	(-)5,727.95	--
(xiv) Preparation of Training Programme for Dte. of Settlement of Narmada Planning Agency	--	--
(xv) Study on Preparation of Syllabus for Training of Village Level Workers	--	31,800.00
(xvi) United Nations Industrial Development Organisation Project	10,234.41	--
(xvii) Filing System in Panjab & Sindh Bank	(-)205.80	7,778.60
(xviii) US-AID Assignment - Development and Management Training	(-)15,953.13	4,23,537.15
(xix) Assignment for National Industrial Development Corporation	--	--
(xx) Reorganisation of District Boundaries- M.P. District Boundaries Commission	--	73,000.00

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
31,600.00	26,573.16	--	26,573.16	5,026.84
(-)415.95	110.80	--	110.80	(-)526.75
4,542.80	4,542.80	--	4,542.80	--
(-)461.50	--	--	--	(-)461.50
--	--	--	--	--
(-)3,759.50	-	-	-	(-)3759.50
1976.94	833.39	(-)56.40	776.99	1199.95
(-)5727.95	-	-	-	(-)5727.95
-	3049.47	-	3049.47	(-)3049.47
31800.00	25301.02	-	25301.02	6498.98
10234.41	10234.41	-	10234.41	-
7572.80	7572.80	-	7572.80	-
4,07,584.02	393,301.29	(-)1399.97	3,91,901.32	15,682.70
-	305.70	-	305.70	(-)305.70
73000.00	40359.48	1465.87	41825.35	31174.65

(Continued)

Source	Balance of Un-utilised/Recoverable grant as on 1.4.84	Receipts/Adjustments during the year
(xxi) Pilot Study-Narmada Planning Agency	--	1,000.00
(xxii)Pilot Study-TRACO-Cochin	--	--
TOTAL	1,53,524.42	41,49,760.88

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expenditure/Adjustments during the year	Balance of grants unutilised/ receivable as on 31.3.85
1000.00	1107.00	-	1107.00	(-)107.00
-	3452.60	-	3452.60	(-)3452.60
39,96,236.46	37,61,249.42	1,55,957.71	39,17,207.13	79,029.33
<hr/>				
Unutilised balance from grants carried over to next year			6,30,896.06	
Grants Receivable			5,51,866.73	
Net Balance			79,029.33	

P. R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hon. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'C': Liabilities and Provisions as at 31st March, 1985

As at 31st March 1984	Particulars	Rs. P.
		Rs. P.
5,02,414	Expenses Payable	6,18,182.21
1,126	Unpaid salaries	2,781.40
20,062	Subscription received in advance (IJPA)	--
91,532	Canteen Contractor	85,454.75
10,374	Honorarium payable to Faculty (For Consultancy Assignments)	21,200.27
5,998	Honorarium payable to staff for Consultancy assignments	15,723.51
27,604	Stale Cheques Account	30,412.76
67	Insurance	--
--	Suspense Accounts	4,000.00
8,41,000	Deposit from IAMR for construction of Additional floor on Institute Building	8,41,000.00
2,400	Amount received from IXth APPPA participants for M.Phil registration	
150	Amount payable to Shanta Kohli Chandra	--
--	Amount payable to Shri N. Dey	81.28
--	Amount payable to Dr. R.K. Tiwari	2500.00
15,02,727	TOTAL	16,21,336.18

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered AccountantsP.R. DUBHASHI  
Director & Member-Secy.G.C.L. JONEJA  
Hon. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'D': Forming Part of the Balance Sheet as at 31st March, 1985

Particulars	Cost as at 1.4.1984	Additions/ Adjustments during the year	Total Cost as at 31.3.1985
	Rs. P.	Rs. P.	Rs. P.
Buildings	47,29,760.69	4,32,756.60	51,62,517.29
Furniture & Fixtures	4,78,357.64	2,972.49	4,81,330.13
Air Conditioning Equipment			
Water Coolers	2,19,516.89	-	2,19,516.89
Library Books	20,98,106.37	99,140.74	21,97,247.11
Vehicles	44,311.01	(-)23,028.07*	21,282.94
Film Projector & Stage Equipments (Auditorium)	1,11,072.79	-	1,11,072.79
Office Equipments and Training Aids.	5,65,451.65	49,723.64 (-)5,045.64*	6,10,129.65
Library Equipments	2,10,407.66	--	2,10,407.66
Hostel and Mess Equipments	1,72,872.24	10,907.70	1,83,779.94
Centre for Rural Development Administration Equipments Furniture, Staff Car & Books	2,51,551.24 Total:	11,800.04 5,79,227.50	2,63,351.28 94,60,635.68
Figures for the Previous Year	86,31,131.94	2,50,276.24	88,81,408.18

## Notes:

1. The Assets purchased out of the project grants are not included in the above schedule since these have been fully charged to the respective project grants. The quantity and value records are, however, being kept separately. The cost of such assets is Rs.8,50,286.90 (previous year Rs.7,32,451.80).

2\* Represents cost of Assets written off during the year.

3. One jeep received from District planning cell, Narnaul, is yet to be registered in the name of IIPA.

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

P.R. DUBHASHI  
Director & Member-Secy.

G.C.L. JONEJA  
Hon'y.Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'E': Current Assets as at 31st March, 1985

As at 31st  
March, 1984

Rs.

Rs.

Rs.

1,16,563	Interest accrued on fixed deposits	1,99,470.92
1,67,365	Stock at Cost (As taken, valued and certified by the Registrar)	--
--	Amount receivable from IXth & Xth APPPA Participants for M.Phil. registration	220.00
65,519	Sundry Debtors	1,11,416.89
19,714	Course Fee & other charges receivable	22,044.00
3,85,000	Grants receivable from ICSSR	6,000.00
44,525	Rent reveivable from Staff Quarters, Hostel & Auditorium	8,37,841.37
	Cash & Bank Balances	
	Cash in Hand      6,744.12	
	Petty cash          14.50	
	Postage Imprest <u>6,672.55</u>	13,431.17
	Balances with	
	Nationalised Banks:	
	(a) <u>State Bank of India,</u> New Delhi	
	in Current Account	2,07,986.83
7,98,686	Carried Forward	2,21,418.00
		11,76,993.18

As at 31st  
March, 1984

Rs.

Rs.

Rs.

7,98,686	Brought Forward	2,21,418.00	11,76,993.18
----------	-----------------	-------------	--------------

(b) United Commercial Bank

In Savings Bank			
Account		3,669.91	
In Current			
Account		8,88,845.21	
		-----	
			8,92,515.12

(c) First National  
City Bank, New York

In Saving Account	1,28,772.07		
11,03,457 In current Account	<u>8,305.68</u>	<u>1,37,077.75</u>	12,51,010.87

Loans & Advances

To employees			
For purchases of			
conveyance		45,738.00	

11,87,177 For House Bldg.	<u>11,33,542.00</u>	11,79,280.00	
---------------------------	---------------------	--------------	--

Advances

Festival Advance	11,200.00		
For Expenses	3,557.75		
For T.A.	2,238.20		

32,188 For Legal Expenses	<u>4,180.00</u>	21,175.95	
---------------------------	-----------------	-----------	--

819 Suspense Account

4,545 Amount recoverable from staff towards interest  
on loan

31,26,872	Carried Forward	36,28,460.00
-----------	-----------------	--------------

As at 31st  
March, 1984  
Rs.

Rs.

31,26,872	Brought Forward	36,28,460.00
6,148	Prepaid expenses	820.00
	Deposits	
	For electricity	66,260.00
	For Telephone (OYT)	8,750.00
76,530	Others	3,510.00
		-----
32,09,550	TOTAL	37,07,800.00

Notes:

1. As suggested by Director of Audit, Central Revenue, New Delhi, cost of stock of stationery, paper & maintenance items as at 31st March, 1985, has not been shown in the above schedule since the same has been charged as an expenditure of the year.
2. The value of stock of Institute's publications amounting to Rs.25,08,692.50 as at 31.3.85 has also not been shown in the above schedule. However, quantitative records are being maintained.

THAKUR, VIDYANATH AIYAR & CO. P.R. DUBHASHI G.C.L. JONEJA  
Chartered Accountants Director & Member-Secretary Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'F': Investment of Funds as at 31st March, 1985

As at 31st March, 1984	Investment of Funds	Rs.	Rs.
	<b>Gratuity Reserve Fund</b>		
	Special Term Deposit with UCO Banks	3,94,200.00	
	Fixed Deposits with United Commercial Bank	4,73,800.00	
9,53,022	State Bank of India	<u>3,23,021.64</u>	11,91,021.64
	<b>Research Revolving Fund</b>		
	Special Term Deposit with UCO Bank	80,000.00	
	Fixed Deposits with United Commercial Bank	1,90,000.00	
3,42,500	State Bank of India	<u>1,14,000.00</u>	3,84,000.00
	<b>Research Endowment Fund</b>		
	Special Term Deposit with UCO Bank	5,44,000.00	
13,80,000	Fixed Deposits with UCO Bank	<u>13,80,000.00</u>	19,24,000.00
	<b>Annual School Prize Fund</b>		
14,500	Fixed Deposit with United Commercial bank		14,500.00
	<b>Staff Benevolent Fund</b>		
5,400	Fixed Deposit with UCO Bank		11,700.00
	<b>Life Membership Fund</b>		
7,46,970	Fixed Deposit with United Commercial Bank		8,76,570.00
	<b>Employees Group Insurance Scheme</b>		
12,000	Special Term Deposit with UCO Bank		31,000.00
34,54,392		TOTAL	44,32,791.64

THAKUR, VAIDYANATH AIYAR & CO. P.R. DUBHASHI G.C.L. JONEJA  
Chartered Accountants Director & Member-Secy. Hon'y. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## Income and Expenditure Account

Figures for previous year	EXPENDITURE	
10,64,045	Pay & Allowances-Faculty & Supporting Staff including contribution to CPF	12,76,159.05
3,30,809	Pay & Allowances-Office of Academic Activities including contribution to CP Fund	3,79,403.00
47,987	T.A. to Faculty Members	19,503.40
4,250	Essay Prize Expenses	4,500.00
23,488	Research Seminars, Conferences and Group discussions	27,401.47
1,431	Case Studies	2,500.00
	<b>Library</b>	
	Pay & Allowances including contribution to C.P. Fund	4,27,891.97
	Newsletters & Periodicals	1,41,112.84
5,00,283	Binding charges	<u>8,986.50</u> 5,77,991.31
	<b>Publications</b>	
	Pay & Allowances includig contribution to CPF	2,12,230.72
	Journals and Periodicals	2,95,162.07
	Other Publications	2,93,744.58
	Honorarium to Coresspondents	4,191.65
4,94,429	Royalty to Authors	<u>8,216.50</u> 8,13,545.52
5,295	Royalty from M/s Somaiya Publishers written off	
24,72,017	Carried Over	31,01,003.75

## ADMINISTRATION, NEW DELHI

for the year ended 31st March, 19

(Figures in Rupees)

Figures for INCOMI  
previous year

Grant-in-aid from Govt. of  
India, Deptt. of Personnel &  
Admn. Reforms

37,53,000	Recurring Grant	45,11,000.00
-----------	-----------------	--------------

	Amount transferred from Reserve Fund	2,46,662.56
--	--------------------------------------	-------------

**Subscription**

1,16,394	Ordinary Members	83,940.00
	Associate Members	360.00
	Corporate Members	68,360.00
	Library Membership	<u>864.00</u>
		1,53,524.00

75,732	Interest on Life Membership fund	85,494.50
--------	----------------------------------	-----------

**Publications**

	Subscription and sale of Journal and Periodicals	85,940.67
	Royalties	303.40

	Sale of Other Publications	2,23,750.97
	Amount Transferred from	

2,64,484	Research Endowment Fund	<u>50,000.00</u>	3,59,995.04
----------	-------------------------	------------------	-------------

7,44,012	Receipts/Fees from various Paid courses(MDP)	6,39,349.49
----------	--	-------------

1,81,459	Receipts/Fees from Consulting Assignments(net)	1,54,164.59
	Amount Transferred from Research Revolving fund	12,122.09

	<b>Rents</b>	
	Hostel	14,21,621.57
	Rent for Bedding/Furniture etc.	2,302.36
	Residential Quarters	47,084.54
	Auditorium	48,826.17

4,28,087	Others	<u>4,299.60</u>	15,24,134.24
----------	--------	-----------------	--------------

55,63,168	Carried Over		76,86,446.51
-----------	--------------	--	--------------

Figures for  
previous year      EXPENDITURE

24,72,017	Brought Forward	31,01,003.75
-----------	-----------------	--------------

	<b>Promotion of Branches Activities</b>	
	Share of Membership Subscription to Branches	37,975.00
	Share of Interest on Life Membership Fund	31,173.20
	Contribution to Branches	1,400.00
1,41,346	Research Subvention to Branches	<u>61,500.00</u>
		1,32,048.20

	<b>Maintenance of Building, Hostel and Garden</b>	
	Pay & Allowances-Maintenance Staff including contribution to C.P. Fund	3,02,922.61
	Pay & Allowances-Hostel Staff including contribution to C.P. Fund	1,78,990.09
	Repairs & Maintenance	3,14,080.52
	Water & Electy. charges(Net)	1,91,977.88
	Rents, Rates and Taxes	89,664.45
10,57,639	Hostel General Charges	<u>33,929.84</u>
		11,11,565.39

**Administrative Services**

	Pay & Allowances-Admn. including contribution to C.P. Fund	5,29,160.10
	Pay & Allowances-Acct. including contribution to C.P. Fund	2,14,391.93
7,40,778	Travelling Allowance-Staff	<u>66,583.95</u>
50,000	Contribution to Gratuity Reserve Fund	1,50,000.00
	<b>Office Expenses</b>	
	Printing & Stationery (Net)	1,82,498.16
	Running Charges of Photo	
	Copying Machine	23,692.91
	Postage & Telegrams	1,15,857.92
3,50,069	Telephone Charges	<u>1,36,817.25</u>
		4,58,866.24

48,11,849	Carried Over	57,63,619.56
-----------	--------------	--------------

(Figures in Rupees)

Figures for  
previous year

## INCOME

55,63,168	Brought Forward	76,86,446.51
-----------	-----------------	--------------

**Miscellaneous Income**

C.H.S. Recoveries	5,023.25
-------------------	----------

Interest on Savings Account/STD	2,069.46
---------------------------------	----------

Licence fee from Hostel/Mess and Canteen contractor	8,412.00
--	----------

Interest of House building Advance	16,543.10
---------------------------------------	-----------

Interest on Conveyance Advance	515.39
--------------------------------	--------

Licence fee for Gas Installation in Hostel/Mess/Canteen	300.00
--	--------

Maintenance Charges for Conference Hall	1,734.00
--	----------

Service Charges	79,752.04
-----------------	-----------

Miscellaneous receipts	8,070.00
------------------------	----------

Hostel/Lounge/Lawn Charges	400.00
----------------------------	--------

Photo Copying Charges	19,056.10
-----------------------	-----------

1,02,189	Subsidy from ICSSR for Documen-	
	tation in Public Administration	<u>6,000.00</u>
		1,47,875.34

--	Sale of old staff car	26,285.00
----	-----------------------	-----------

1,82,700	Recovery of Overhead Charges from Research Projects/Programmes	2,84,364.41
----------	---	-------------

--	Depreciation charged till March'84 written back.	46,18,776.32
----	---	--------------

61,74,781	Carried Over	81,44,971.26
-----------	--------------	--------------

Figures for  
previous year      EXPENDITURE

48,11,849	Brought Forward	57,63,619.56
<b>Services &amp; Supplies</b>		
Legal expenses	185.25	
Liveries	36,247.97	
Conveyance charges	18,806.26	
Motor Car expenses	7,200.60	
Dak Delivery Van Expenses	4,799.28	
Jeep Expenses	9,158.84	
Amenities to Staff	2,000.00	
- Contingencies & Miscellaneous (including Honorarium to Auditors Rs.4500)	55,489.78	
1,37,758	-----	1,33,887.98
72,417	Meetings - T.A.	89,200.35
1,07,979	Overtime Allowance	1,07,375.55
11,557	Pay & Allowances-Leave Reserve	13,345.95
12,392	Pay & Allow-Research & consultancy Unit	18,484.54
2,71,950	Depreciation	-
<b>Centre for Rural Development Administration</b>		
Pay and Allowances including contribution to C.P. Fund	4,46,331.62	
Printing & Stationery	2,539.02	
Contingencies & Misc.	747.67	
T.A. Expenses	4,055.00	
Car Expenses	29,270.34	
Library subscription to News- letters & Periodicals	5,441.95	4,88,385.60
4,11,704		
3,37,175	Expenditure incurred on MDP Courses	3,82,080.58
-	Transferred to Assets Fund to match cost of assets	5,79,227.50
-	Excess of Income over expenditure	5,69,363.65
61,74,781	-----	81,44,971.26

THAKUR, VAIDYANATH Aiyar  
Chartered Accountant

(Figures in Rupees)

Figures for  
previous year

INCOME

61,74,781	Brought Forward	81,44,971.26
-----------	-----------------	--------------

61,74,781	GRAND TOTAL	81,44,971.26
-----------	-------------	--------------

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hon. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## Receipts and Payments Account

---

RECEIPTS

---

## Opening Balances

Cash in Hand (including Petty Cash)	3,928.89
State Bank of India, New Delhi in Current Account	61,563.31
United Commercial Bank, New Delhi in Current and Savings Accounts	9, / 3,533.77
First National City Bank, New York:	
In Savings Account	84,838.58
In Current Account	<u>8,866.34</u>
	<u>93,704.92</u>
	11,02,730.89

## Part 'A'

(i) Recurring grant from the Government of India, and Internal Receipts (Schedule I)	78,54,228.87
--	--------------

## Part 'B'

Funds, Deposits and Advances (Schedule II)	8,11,549.11
--	-------------

## Part 'C'

Grant for Research Projects, etc. (Schedule III)	42,02,484.63
--	--------------

GRAND TOTAL	1,39,70,993.50
-------------	----------------

---

## ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1985

(Figures in Rupees)

---

PAYMENTS

---

## Part 'A'

Expenditure against recurring  
 grant from Government of India and  
 Internal Receipts (Schedule I)                    77,13,170.14

## Part 'B'

Payment out of Funds, Deposits and  
 Advances (Schedule II)                            12,45,889.93

## Part 'C'

Expenditure against grants for  
 Projects etc. (Schedule III)                        37,67,595.11

## Closing Balances

Cash in Hand (including Petty Cash Imprest)	6,758.62
State Bank of India, New Delhi in Current Account	2,07,986.83
United Commercial Bank, New Delhi in Current Account and Savings Account	8,92,515.12

## First National City Bank, New York:

In Savings Account	1,28,772.07
In Current Account	8,305.68
<hr/>	

GRAND TOTAL	1,39,70,993.50
-------------	----------------

---

P.R. DUBHASHI  
 Director & Member-Secretary

G.C.L. JONEJA  
 Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC  
SCHEDULE I OF RECEIPTS

Part 'A' - (i) Grant from the Government of India

**RECEIPTS**

Grant-in-aid from D.P. & A.R. of the Ministry of Home Affairs (Recurring)	48,40,000.00
Amount Transferred from Building Reserve Fund	2,46,662.56

**SUBSCRIPTIONS**

Ordinary Members	83,940.00
Associate Members	360.00
Corporate Members	68,360.00
Library	864.00
Interest on Life Membership Fund	<u>83,933.75</u>
	2,37,457.75

**INCOME FROM PUBLICATIONS**

Subscription & Sale of Journal & other Publications	2,95,150.77
--	-------------

**RENT FROM**

Residential Quarters	47,283.77
Auditorium	50,897.05
Hostel	6,22,734.19
Others	4,299.60
Land	--
Bedding etc.	<u>2,289.26</u>
	7,27,503.87
Miscellaneous Receipts	1,68,160.34
Receipts on account of Overhead Charges	2,84,364.41

**Other Items of Receipts**

Conveyance Advance (Refund)	7,617.00
Festival Advance (Refund)	19,040.00
House Bldg. Advance (Refund)	<u>2,27,690.00</u>
	2,54,347.00
Fee from various paid courses (Net)	61,205.49
Fee from consulting Assignment (Net)	1,54,164.59
Amount Transferred from Research Revolving Fund	12,122.09

Carried Over

72,81,138.87

**ADMINISTRATION, NEW DELHI**  
**AND PAYMENTS ACCOUNT**  
**and Internal Resources**

(Figures in Rupees)

**Payments****PART 'A'****Pay & Allowances**

Pay & Allowances-Faculty	8,30,840.85
Employer's Contribution to C.P. Fund	41,070.00
Supporting Staff	3,75,457.55
Employer's Contribution to C.P. Fund	13,694.00
Office of Academic Activities	3,60,974.11
Employer's Contribution to C.P. Fund	14,819.00
Library	4,10,594.38
Employer's Contribution to C.P. Fund	16,411.00
Journal & Publications	2,04,057.31
Employer's Contribution to C.P. Fund	7,857.00
Hostel	1,70,194.06
Employer's Contribution to C.P. Fund	7,178.00
Maintenance	2,89,480.24
Employer's Contribution to C.P. Fund	11,570.00
Administration	5,05,641.67
Employer's Contribution to C.P. Fund	19,035.00
Accounts	2,04,853.20
Employer's Contribution to C.P. Fund	8,157.00
Leave Reserve	12,714.50
Employer's Contribution to C.P. Fund	508.00
O.T.A.-I.I.P.A.	1,14,817.40
Gratuity	1,50,000.00
Research and Consulting Unit	16,925.46
	37,86,849.73

**CENTRE FOR RURAL DEVELOPMENT ADMN.**

Pay and Allowances	4,22,698.71
Emp. Cont. to CP Fund	19,474.00
Travelling Allowances	4,055.00
Stationery	2,539.02
Library Books	12,967.59
Lib. Subs. To N.L. & Periodicals	5,441.95
Motor Car Expenses	29,642.46
Cont. & Misc	752.77
Overtime Allowance	238.05
	4,97,809.55

Carried Over 42,84,659.28

---

RECEIPTS

---

Brought Forward

72,81,138.87

## Fee from MDP Courses

9th Course on Finance for non-Finance Executives	2,000.00
6th Course on Mgt. Accounting	35,000.00
1st Course on Maintenance Mgt.	13,300.00
2nd Course on Quantitative Methods for Management	15,000.00
3rd Course on Economic Analysis for Public Sector Mgt.	15,000.00
2nd Course on Int. Approach to Budgeting	29,000.00
1st Course on Mgt. Audit for local self Govt.	24,000.00
6th Course on Training of Trainers	18,000.00

---

Carried Over	1,51,300.00	72,81,138.87
--------------	-------------	--------------

---

(Figures in Rupees)

**PAYMENTS**

Brought Forward	42,84,659.28
-----------------	--------------

**TRAVELLING ALLOWANCES**

T.A.-Faculty	22,171.90
T.A.-Institute	65,843.95
T.A.-Meetings	<u>88,856.35</u>
	1,76,872.20

**CAMPUS MAINTENANCE**

Repairs & Maintenance	3,19,616.30
Hostel General Charges	33,994.09
Hostel Improvement/Equip.	10,907.70
	3,64,518.09
-----	-----
Add. and Alt. to H II Type	
Qrs.	4,30,756.60
Rents, Rates and Taxes	89,664.45
Water and Elec. Charges	1,91,383.06
Const. of 3rd Floor on	2,000.00
IIPA Hostel	7,13,804.11
	10,78,322.20
-----	-----

**CONTINGENCIES AND MISC**

Printing and Stationery	1,35,656.01
Maint. and running Ch. of	
P/Copying Machine	23,692.91
Telephone Charges	1,36,625.55
Postage & Telegrams	1,16,705.18
	4,12,679.65
-----	-----

**SERVICES & SUPPLIES**

Liveries	36,247.97
Conveyance Charges	18,797.85
Motor Car Charges	8,009.39
Dak Delivery Van	4,820.18
Jeep Expenses	9,703.18
Amenities to Staff	2,900.00
	80,478.57
-----	-----

Carried Over	60,33,011.90
--------------	--------------

## RECEIPTS

	Brought forward	1,51,300.00	72,81,138.87
1st Course on Mgt. Trg. for Motivation		15,000.00	
1st Course on Marketing Mgt. in Agrl. Sector		19,500.00	
9th Course on New Dimensions in the Mgt. of Human Resources		25,000.00	
9th Advanced Course on Materials Planning		7,000.00	
2nd Workshop on Social Cost Benefit Analysis		1,000.00	
Pilot Prog. on Computers		2,400.00	
5th Course on PIME Agrl.		2,346.00	
10th Course on Fin. for Non-Finance Executive		12,000.00	
2nd Course on Plg. for Rural Dev.		2,244.00	
Course on Computers based MIS		1,17,500.00	
3rd All India Seminar on Proj. Mgt. at Goa		1,42,500.00	
10th Course on Financial Management Techniques		1,500.00	
10th Course on Computers in Mgt.		1,800.00	
3rd Course on Plg. for Rural Dev.		20,000.00	
Spl. Course on Project Mgt. & Admn. Leadership		27,000.00	
6th Spl. Course on Project Formulation & Implementation Power at Jabalpur		25,000.00	5,73,090.00
Carried Over		-----	78,54,228.87

(Figures in Rupees)

<b>PAYMENTS</b>	
Brought Forward	60,33,011.90
Miscellaneous	50,527.13
Furniture, Fixture &	
Equip. including class rooms	52,696.13
Honorarium to Auditors	4,500.00
<b>PROMOTION OF BRANCHES ACTIVITIES</b>	<b>1,29,495.20</b>
<b>LIBRARY</b>	
Books	1,22,791.88
Subs. to Newsletter & Periodicals	1,41,112.84
Binding Charges	<u>9,081.00</u>
	2,72,985.72
<b>Publications of:-</b>	
Journal	2,43,640.94
Newsletter	5,960.00
Documentation in Public Admn.	198.38
Other Publications	2,41,236.44
Hon. to Correspondents	4,191.65
Royalty to Authors	8,216.50
Framing of India's Constitution	
-Binding Charges	3,920.00
	5,07,363.91
<b>Research, Seminars &amp; Conferences</b>	
Research Seminars, Conferences and Group Discussions	5,207.70
<b>Research Projects/Seminars</b>	
Study on Agricultural Policy including policy regarding agriculture in Indian Planning	3,939.60
Frustration in Civil Servants	9,037.18
Concurrent Evaluation of Training of Rural Youth (TRYSEM)	947.00
Study on Judicial Policy Formulation in India	2,564.33
Organisational Requirement of Village and Small Industries under IRDP (A case study of Alwar)	3,084.91
Case Studies	2,500.00
Carried Over	70,77,860.71

---

RECEIPTS

---

Brought Forward

78,54,228.87

Carried Over

78,54,228.87

---

(Figures in Rupees)

**PAYMENTS**

Brought forward	70,77,860.71
Essay Prize	4,500.00
<b>Advances to Employees</b>	
House Building Advance	1,97,500.00
Festival Advance	19,000.00
Conveyance Advance	29,910.00
	-----
<b>Expenditure on MDP Courses</b>	
10th Course on Finance for Non-Finance Executives	3,057.12
2nd Course on Plg. for Rural Dev.	6.40
1st Course on Human Resource Mgt.	90.82
1st Course on Mgt. Training for Motivation	3,490.12
3rd Course on Plg. for Rural Dev.	5,785.82
Trg. Programme on Fin. Mgt. for Health Programme	270.00
Course on Computer based MIS	48,527.22
6th Course on Financial Management	114.12
Spl. Course on PERT/CPM at Patna	90.00
	-----
13th Capsule Course on Project Mgt. for C.E.A.	12.50
14th -- do --	26.80
15th -- do --	3,352.50
1st Course on Mgt. Audit for Local Self Govt.	9,205.83
1st Course on Marketing Mgt. in Agrl. Sector	4,395.64
1st Course on Maintenance Mgt.	6,792.90
2nd Course on Quantitative Methods for Management	2,587.04
2nd Course on Integrated Approach to Budgeting	6,285.94
3rd Course on Economic Analysis for Public Sector Mgt.	4,445.52
3rd Course on Ethics and Admn.	527.35
5th W/shop on Proj. Appraisal (Social Cost Benefit Analysis)	898.87
	-----
Carried Over	99,962.51
	-----
	73,28,770.71

. 1115

Brought forward

78,54,228.87

Certified that against the grant of Rs.48.40 lakhs received from the Government of India for the year 1984-85 an amount of Rs.54,67,940.73 paise (including the excess expenditure of Rs.7,68,999.46 during 1983-84) was utilised during the year for the purpose for which it was intended, as per the above statement. Hence, a sum of Rs.6,27,940.73 is to be met from Recurring Grant to be released by Government of India during 1985-86

Excess Expenditure as at 31.3.85

78,54,228.87  
6,27,940.7

Total Part A

84,82,169

(Figures in Rupees)

**PAYMENTS**

Brought Forward	99,962.51	73,28,770.71
6th Course on Mgt. Accounting	8,358.57	
6th Advanced Course on Project Management	1,084.34	
6th Course on Training of Trainers	2,697.97	
9th Course on New dimensions in the Mgt. of Human Resources	5,692.87	
9th Advanced Course on Materials Planning	2,924.74	
11th Course on Computers in Mgt.	601.45	
11th Course on Fin. Mgt. Tech.	127.50	
18th Course on Dev. Admn.	368.30	
Regl. Training Programme on New Trends in the Training of Dev. Admn. - APDC	625.00	
Pilot Programme on Computers	1,946.57	
6th Spl. Course on Proj. Form. & Imp. Power at Jabalpur	22,711.40	
3rd All India Seminar on Proj. Mgt. under Indian Conditions		
Problems & Prospects at Goa	95,017.17	
11th Course on Fin. for Non. Fin. Executives	422.75	
Spl. Course on Proj. Mgt. & Adm. Leadership (AIR)	5,179.54	
Excess Expenditure on courses under MOP & APPA upto 3/84	1,36,678.75	3,84,399.43

Excess Expenditure as at 31/3/84	77,13,170.14
	7,68,999.46

Total Part 'A'	84,82,169.60
----------------	--------------

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hon. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE II OF RECEIPTS

Part 'B' Funds,

## RECEIPTS

Part 'B'

## Funds, Deposits &amp; Advances

Subscription to Life Membership Fund	87,760.00
Staff Benevolent Fund	2,947.98
IIPA Employees Group Insurance Schemes	18,605.00
Library Deposits	4,350.00
Gratuity Reserve Fund	2,09,523.55
Research Revolving Fund	16,876.67
Unpaid Salaries	1,655.00
Hostel Deposits	300.00
Research Endowment Fund	3,08,911.15
Amount Recoverable from Staff towards Interest on Loan	4,545.00
Corporate Studies Group	
Micro Processor Charges	41,157.21
F.F.-IV-Interest	43,372.83
Corporate Members Capital Fund	12,000.00
CSG Plain Paper Copier-Receipts	469.20
S.D. from Printing Press	10,000.00
Advance to Shri M.L. Ghavre	300.00
Advance to Shri Shekhar Singh	1,500.00
Advance to Mrs. Jyoti Verma	500.00
Advance to Shri M.R. Murthy	254.96
Advance to Shri S.C. Joshi	100.00
Amt. Payable to Faculty	10,826.37
Amt. Payable to Staff	9,725.85
S.D. from contractors	2,243.21
Annual School Prize Fund	788.08
Stale Cheque A/c	2,808.40
 Suspense A/c	4,819.00
 Amt. Payable to Shri N. Day	81.28
Shri P.R. Dubhashi Prize Fund	3,411.47
Amt. Payable to Shri R.K. Tiwari	2,500.00
T.A. Advance	9,216.90
 TOTAL Part 'B'	8,11,549.11

## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNTS

## Deposits and Advances

(Figures in Rupees)

## PART 'B'

## Funds, Deposits &amp; Advances

Advance to Shri H.O. Goel	200.00
Advance to Shri A.C. Ittyerah	700.00
S.D. with DESU	2,740.00
Maint. & Running Charges for	
C.S.G. Plain Paper Copier	1,475.00
Fixed Deposit with Uco. Bank	1,32,400.00
Special Term Deposit with Uco. Bank	8,46,000.00
Insurance	66.50
Building Reserve Fund	2,46,662.56
Sale of CSG Publications	852.65
Mess Charges	6,077.57
Amt. recd. from 9th APPPA	
Participants for M.Phil	2,470.00
Amt recd. from 10th APPPA	
Participants for M.Phil	150.00
Amt. Payable to Mrs. Shanta Kohli Chandra	150.00
Imprest - Postage	5,945.65

TOTAL Part 'B'

12,45,889.93

## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE III OF RECEIPTS

Part 'C' - Receipts for Projects, Courses

---

RECEIPTS

---

## PART 'C'

## Grant for Sponsored Programmes etc.

Ministry of Work & Housing for C.U.S.	7,20,000.00
Ministry of Work & Housing for Books	10,000.00
Sale of CUS Publications	30,498.00
Subscription to Nagarlok	8,118.78

## Fee-CUS Paid Courses &amp; Sponsored Programmes of M/W &amp; H

5th Course on Urban Project Appraisal	26,000.00
11th Course on Valuation & Assessment of Property Taxes	13,500.00
Grant for Seminar on Financing Urban Dev. in India	22,000.00
Grant for Pub. of Proceedings of Seminar on Financing Urban Dev. in India	15,000.00
Grant for 5th course on Management ) of IDSMT and )	20,000.00
1st Course on Financing of IDSMT )	-----
	8,65,116.78

## Grants from DP&amp;ARs for:

Xth Advanced Prof. Prog. in Public Admn (APPPA)	3,69,333.00
- do - (9th 1983-84)	20,667.94
Production of the Compendium of Training Programmes-1984-85	25,000.00
Publication of Proceedings of Annual Training Conference	10,000.00
5th Course on Inte- grated Finance Division, Govt. of India	18,128.92
Work Assigned by DP & AR	25,000.00
5th E.D.P for Group 'A' Officers	55,000.00
9th MDP for Empanelled Dy. Secys.	25,702.69
Production of Trng. Materials	28,385.70
Amount transferred from Part-I to meet excess expenditure on VIIIth APPPA	1,03,835.66
Grant from DP&AR for MOP Courses (1983-84)	719.59
Amount transferred from Part I to meet excess expenditure on courses under MOP upto 31.3.83	32,843.09
Courses under Management Orientation Programme	<u>2,53,000.00</u>
	<u>9,67,616.59</u>

Carried Over

18,32,733.37

ADMINISTRATION, NEW DELHI  
 AND PAYMENTS ACCOUNTS  
 and Consulting Assignments, etc.

(Figures in Rupees)

**PAYMENTS**

## Part 'C'

**Sponsored Training Programmes etc.**

Centre for Urban Studies	7,21,015.93
Publication of Nagarlok	14,955.19
8th Course on Urban Plan. Admn.	621.94
11th Course on Valuation and Assessment of Property Taxes	3,937.38
5th Course on Urban Proj. Appraisal	7,105.91
5th Course on IDSMT	5,750.37
3rd Course on IDSMT	3,560.92
4th Course on IDSMT	3,899.72
Publication of Proceedings of Seminar on IDSMT	438.87
1st Course on Financing on IDSMT	5,924.31
Seminar on Financing Urban Dev. in India	20,843.99
	7,88,054.53

**Programmes Sponsored by DP & AR**

Adv. Professional Prog. in Pub. Adm. (APPPA)	4,09,381.57
Production of Compendium of Training Prog-1984-85	26,268.15
Publication of Proceedings of Annual Training Conference	10,000.00
5th Course on Integrated Finance	18,098.32
Division of G.O.I., Ministries/Deptts	13,735.30
Pub. of 5 Volumes	
Expenditure on Management Orientation Prog. (MDP)	2,23,983.78
5th EDP for Group A Officers	55,000.00
9th MDP for Empanelled Dy. Secretaries	25,702.69
Production of Training Materials	606.90
	7,82,776.71

Study Tour Abroad by 9th APPPA Participants	2,323.00
Study Tour Abroad by 10th APPPA participants	3,95,325.07
Seminar on Eval. of APPPA Prog.	1,041.76
	3,98,689.83

Carried over

19,69,521.07

---

RECEIPTS

---

	Brought Forward	18,32,733.37
Grant for Study Tour Abroad by 9th APPPA Participants	1,01,734.00	
Grant for Study Tour Abroad by 10th APPPA Participants	4,84,300.00	5,86,034.00
<hr/>	<hr/>	<hr/>
M/RURAL DEVELOPMENT PROGRAMMES		
Grant -2nd Course on Dev. Through Participation	2,723.75	
Grant-3rd Course on Dev. Through Participation	5,000.50	
Regl. Seminar on Inst. Finance for Rural Dev.	2,856.30	
Fee-2nd Course on Mgt. for Rural Dev.	12,318.75	
Grant for Ist. Spl. Trng. Course on Rural Dev. Admn.	25,875.00	48,774.30
<hr/>	<hr/>	<hr/>
Other Programmes		
Fee-2nd Course on Disciplinary Procedures on vigilance Matters for CEA	18,000.00	
Grant from ICSSR for W/Shop on Rural Artisans, Saharanpur	5,000.00	
Fee for W/Shop on Managerial behaviour in Irrigation System	19,635.00	
Grant from CSWB for Orientation Prog. for Field Officers of CSWB	72,000.00	
Gt. from Deptt. of Environment for W/Shop on Human Ecology, Social Dev. & Community Participation	50,000.00	
Grant for All India Survey of National Parks and Sanctuaries	15,500.00	1,80,135.00
<hr/>	<hr/>	<hr/>
Carried Over		26,47,676.67
<hr/>	<hr/>	<hr/>

(Figures in Rupees)

**PAYMENTS**

	Brought Forward	19,69,521.07
M/Rural Development		
Regional Seminar on Inst. Finance for Rural Dev.	7,356.30	
3rd Course on Dev. Through Participation	23,907.10	
4th Course on Dev. Through Participation	1,511.57	
2nd Course on Mgt. for Rural Dev.	419.35	33,194.32
Other Programmes		
2nd Course on Disciplinary Procedures on Vigilance Matters for CEA	17,042.26	
W/Shop on Rural Artisans at Saharanpur	6,161.33	
W/Shop on Development and Environment	2,160.17	
W/Shop on People's Participation in Environment & Management	18,636.26	
W/Shop on Managerial Behaviour for Irrigation System	19,366.65	
Orientation Seminar on India's Policy on Environment	2,296.49	
All India Survey of National Parks and Sanctuaries	16,164.76	
1st Spl. Int. Practical Course on prog. Mgt. through Network Tech (Pert/CPM)-DESU	110.45	
Top Level Prog. On Effectiveness of Project		
Mgt. under Indian Condition for CEA	516.87	
W/Shop on Human Ecology Social Dev. & Community Participation	50,000.00	
1st Course on Training for Rural Dev. Admn.	670.80	
Orientation Programme for Field Officers of C.S.W.B.	1,163.28	1,34,289.32
Research Projects/Studies		
ICSSR F/Ships, Res. Projects/Studies		
Shri N.Dey	14,031.28	
Miss Jyoti Verma	4,129.03	
Shri B.R. Nanda	7,681.34	
Regulatory Ad.m of Private Corporate Sector in India	1,52,214.21	
Carried Over	1,78,055.86	21,37,004.71

---

---

RECEIPTS

---

---

Brought forward 26,47,676.67

Grants for Research Projects/Studies Grants  
from ICSSR for F/Ship, Projects

Shri N. Dey	13,950.00
M/s Shanta Kohli Chandra	145.00
Small Farmers Development and Rural Unrest	28,800.00
Estt. of Data on Information System	30,500.00
Pattern of Gilded Crimes in India - An analysis of Offenders beyond the reach of the law	12,138.00
Regulatory Administration of Private Corporate Sector in India	1,00,000.00
Impact of MNC's on India's Position in International Division of Labour	1,61,052.00
Bibliography on State Govt. Publications	3,612.91
	-----
	3,50,197.91

Others

Growth and Regulation of Foreign Private Capital in India Since Independence	60,000.00
Panchayati Raj, Bureaucracy and Rural Development	18,300.00
Marketing Services under IRDP	16,947.00
Credit Linkages - IRDP	37,500.00
Comparative Performance of Public Enterprises and Large Scale Private Companies (SCOPE)	1,06,000.00
Target Group Oriented Public Distribution System	1,20,000.00
Concurrent Eval. of TRYSEM in Raj.	10,000.00
Evaluation Study of Cattle Insurance	31,500.00

---

Carried Over 4,00,247.00 29,97,874.58

---

(Figures in Rupees)

**PAYMENTS**

Brought Forward	1,78,055.86	21,37,004.71
Small Farmers Development and Rural Unrest	15,886.56	
Impact of MNCs on India's Position in the International Development of		
Labour	1,10,366.34	
Political Dimensions of MNCs	17.22	
Bibliography on State Goverment Publications	32.00	
Nationalisation in Non-Agrl. Sector of Indian Economy since 1947	1,859.99	
Pattern of Gilded Crimes in India - An Analysis of Offenders Beyond the reach of Law	3,272.11	
Study on Social Welfare and its Admn. in Indian Setting	4,327.75	3,13,817.83
-----	-----	-----
Other Res. Projects/Studies		
Comparative Performance of Public Enterprises & Large Private Sector Companies (SCOPE)	80,745.77	
Bench Mark Studies on D.P.A.P.		
Areas of W. Bengal, Haryana & J & K	1,17,515.39	
2 Case Studies on the Centrally sponsored Schemes of IDSM in Sri Ganganagar and Trichur District.	58,391.58	
Growth & Regulation of Foreign Private Capital in India since Independence	73,091.46	
Evaluation of Centrally Sponsored Schemes of Bonded Labour in Medak and Chikmaglour	11,668.89	
Panchyati Raj, Bureaucracy and Rural Development	32,140.51	
Study of Planning Process for Rural Dev. at Block & Distt. Level	18,218.95	
IRD-Prog. A Study of Adequacy and Effectiveness of Adm. Process at District & Block Level in Raj	19,357.52	
Marketing Services under IRDP	37,746.58	
Target Group Oriented Public Distribution System	1,48,381.40	
-----	-----	-----
Carried Over	5,97,258.05	24,50,822.54
-----	-----	-----

---

RECEIPTS

---

Brought Forward	4,00,247.00	29,97,874.58
-----------------	-------------	--------------

Bench Mark Studies on DPAP Areas of W.B., Haryana & J & K	80,000.00
Study on Evaluation of IRDP-UT	2,000.00
Social Welare Advisory Board's	
Admn. Set-up	50,000.00
Study of Planning Process for Rural Dev. at Block & Distt. Level	7,935.00
Survey of Economic Viability and Orgn. requirement of Lift irrigation Tech. for Small and Marginal Farmers (Council for Adv. of Rural Tech.)	60,490.00
	-----
	6,00,672.00

Carried Over	35,98,546.58
--------------	--------------

---

(Figures in Rupees)

---

PAYMENTS

---

Brought Forward	5,97,258.05	24,50,822.54
Implementation Process in National Rural Employment Programme	35,938.77	
Rationalisation of Systems of Grant-in-Aid	1,316.88	
Municipal Personnel Administration	16,331.40	
Study of Admn. Decentralisation in India-Nagoya-Japan	8.40	
Concurrent Evaluation of TRYSEM in Rajasthan	2,211.77	
System of Evaluation of Cattle Insurance	33,396.22	
Unit Cost of Creating a Job for Central Govt. Employees in New Delhi	5,668.03	
Evaluation of IRDP in Delhi-U.T.	10,648.38	
Social Welfare Advisory Board --		
Administrative Set-up	10,801.16	
Analysis of Credit Linkage in IRDP	15,577.96	
U.N.I.D.O. Assignment	10,234.41	
Survey of Economic Viability and orgn. requirement of lift Irrigation Tech. for small and Marginal Farmers	1,700.60	7,41,092.03
<hr/>		

---

Carried Over 

---

31,91,914.57

---

RECEIPTS

---

Brought Forward	35,98,546.58
-----------------	--------------

## Consulting Assignments

Designing a Computerised Fin. Accounting & Control Systems		
Govt. of Gujarat	12,517.80	
Development of Mgt. Training-USAID	4,23,537.15	
Re-Organisation of Distt. Boundaries		
-- M.P. Districts Boundaries Commission	73,000.00	
Periyar & Vagai Project-Assign.	6,959.60	
Filing System in Pb. & Sind Bank	7,778.60	
Industrial Dev. Corpn. of India Ltd. Bhubneswar	9,484.90	
Preparation of Status Paper on Admn. Appratus Pertaining to Rural Dev.	5,000.00	
Central Board of Secondary Education	31,600.00	
Study of Prep. of Syllabus for Trng. of VLWS	31,800.00	
Amount reimbursed by Indore Municipal Corporation	1,260.00	
Pilot Study for Narmada Planning Agency	1,000.00	6,03,938.05

---

TOTAL PART 'C'

42,02,484.63

(Figures in Rupees)

**PAYMENTS**

Brought Forward	31,91,914.57
Designing a Computerised Finance Accounting and Control System, Govt. of Gujarat	12,435.90
U.S.A.I.D. Development Mgt. Training	3,93,301.29
Status Paper on Adm. Appratus pertaining to Rural Development	833.39
Filing System in Pb. & Sind Bank	7,572.80
Periyar-Vagai-Madurai	4,542.80
Re-orgn. of District Boundaries	
--M.P. District Boundaries Commission	40,359.48
Narmada Planning Agency, Bhopal	1,107.00
Financial Implication for the Perspective Plan of Delhi - 2001 - A.D.	8,424.08
Central Board of Secondary Education	26,573.16
Railway Board	110.80
Industrial Dev. Corpn. of Orissa Ltd.	
Bhubhneswar	8,774.97
Study of Prep. of Syllabus for VLWS	25,301.02
Pilot Study - TRACO-Chochin	3,452.60
Tear Smoke Unit Teakanpur-Gwalior	868.00
National Industrial Development Corpn.	305.70
Prep. of Trng. Prog. for the D'te of Settlement of Narmada Plg. Agency	3,049.47
	<hr/> 5,37,012.46
Distt. Plg. Cells - DPAR	38,668.08
 <b>TOTAL PART 'C'</b>	 <hr/> 37,67,595.11

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer